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THESIS

A TAXONOMIC APPROACH TO
CONTRACTING OFFICER TASKING

by

Asa H. Page

December, 1989

Thesis Advisor: David V. Lamm

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The title Contracting Officer carries with it many significant responsibilities. Many of the contracting officer's tasks are mandated by the Federal Acquisition Regulation, while others are optional given the circumstances at hand. This study attempts to exploit the benefits associated with the science of Taxonomy through the application of a modified version of the Berliner, Angell, and Shearer behaviorial classification scheme to the Federal Acquisition Regulation (FAR). An objective approach was used to classify contracting officer tasks, as presented in the FAR, both implicitly and explicitly. The researcher quantified the study's findings, analyzed noted data trends and discussed their implications. The classification procedure used often resulted in the unavoidable application of individual judgement when applying the taxonomy to the FAR. The researcher concluded that the benefits associated with the application of a taxonomy, given the consistency of the study's findings with previous research efforts, far outweighs this shortcoming.

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A TAXONOMIC APPROACH TO CONTRACTING OFFICER TASKING

by

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Submitted in partial fulfillment
of the requirements for the degree of

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ABSTRACT

The title Contracting Officer carries with it many significant responsibilities. Many of the contracting officer's tasks are mandated by the Federal Acquisition Regulation, while others are optional given the circumstances at hand. This study attempts to exploit the benefits associated with the science of Taxonomy through the application of a modified version of the Berliner, Angell, and Shearer behaviorial classification scheme to the Federal Acquisition Regulation (FAR). An objective approach was adopted for the classification of contracting officer tasks, both implicitly and explicitly presented in the text of the FAR. The researcher quantified the study's findings, analyzed noted data trends, and discussed their implications. Certain unique characteristics of the classification scheme often resulted in the unavoidable application of individual judgement when applying the taxonomy to the FAR. The researcher concluded that given the relative consistency of the study's findings with previous research work, the benefits associated with the application of a taxonomy far outweigh this shortcoming.

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I. INTRODUCTION

A. PROBLEM STATEMENT

Procurement of goods and services by the Federal Government is an ongoing, evolving process employing thousands of men and women in the Federal work force. Such an effort, which is of monumental magnitude, has not only been growing in terms of the sheer number of contracts annually let, but in the complexity of the process and in the involvement of the contracting officer as well.

The title of Contracting Officer means different things to different people. Often, one tends to define the duties, responsibilities, and taskings placed upon the contracting officer from one's own perspective. Common perceptions of the contracting officer include that of being an analyst, an auditor, a consultant, a manager/team leader, a communicator, a legal expert as well as a teacher. The list is seemingly endless and tends to expand with the number of individuals queried. We tend to classify the role of the contracting officer and his many responsibilities according to our own particular area of professional or functional expertise. There is much danger to this approach. By lacking a

professionally, structured, formal classification scheme for the many procurement tasks that have been placed upon the contracting officer, individuals involved in the procurement process may very well overlook not only specific procurement duties which have been mandated within Federal procurement regulations, but implied duties as well.

As a result of increasingly common allegations of contracting irregularities and excessive profits among defense contractors, the procurement process has become increasingly more and more complex. New responsibilities, restrictions and legal requirements are placed upon the contracting officer. New pieces of legislation pertaining to the procurement process emanating from the halls of Congress may have a succinctly favorable effect on Defense contracting; however, the overall acquisition process becomes increasingly more intricate in it's operation. Never before has the procurement vocation demanded as high a degree of professionalism from its participants as in our current environment.

As ground work in contributing to the development and improvement of contracting as a "science" rather than a mere administrative function in today's acquisition environment, the need exists to develop and process relevant procurement tasks into an

all encompassing procurement matrix. Such a procurement task classification matrix would serve as a reference by which objective contracting officer performance requirements may be measured.

B. OBJECTIVES

The purpose of this research effort was to adopt an appropriate all encompassing performance classification scheme and classify into it those procurement tasks required of the contracting officer as mandated within the Federal Acquisition Regulation

Specific objectives to be achieved in this study include:

1. Describe and adopt an appropriate behavioral classification scheme which will accurately describe in relevant terms contracting officer taskings.

2. Quantify all contracting officer procurement tasks within the Federal Acquisition Regulation in light of the aforementioned classification scheme.

3. Greater enhancement of contracting as a professional science rather than as a mere conglomeration of regulations relating to duties and responsibilities.

C. RESEARCH QUESTIONS

The following specific research questions were addressed during this study.

Primary Research Question:

How might the specific functions required of the contracting officer, as enumerated within the Federal Acquisition Regulation, be appropriately grouped into a classification scheme which articulates the role of the contracting officer and more clearly identifies the skills required of this position?

Subsidiary Research Question:

1. What would be an appropriate procurement task classification scheme that accurately describes the many functions of the contracting officer?

2. What are the procurement tasks of the Contracting Officer as explicitly enumerated by Federal procurement regulations?

3. What contracting officer procurement taskings are merely implied within Federal procurement regulations?

4. How can the procurement taskings of the contracting officer be summarized to succinctly describe his/her responsibilities within the framework of the adopted classification scheme?

D. RESEARCH METHODOLOGY

The informational research methodology employed in this study was composed of three efforts: 1) an extensive literature review; 2) verification of an adapted version of the Berliner behavioral classification scheme: 3) a complete review of the Federal Acquisition Regulation. An extensive literature review was

conducted at the U.S. Naval Postgraduate School Library. Assistance from staff research librarians proved to be necessary in obtaining research materials from other academic institutions. Their efforts were used primarily during the researcher's search for an appropriate classification scheme to be incorporated into the study. The researcher used the resources of the Defense Logistics Studies Information Exchange (DLSIE), and the Defense Technical Information Center (DTIC). Additionally, Dr. David V. Lamm, CPCM, provided reference materials and guidance throughout the duration of the research effort. The researcher found the thesis efforts of previous Naval Postgraduate School students to be valuable sources of reference materials.

During the researcher's literary review it became evident that little research effort has been applied towards investigating the use of a taxonomic approach in quantifying the contracting officer's mandated procurement tasks. Considerable literature exists regarding the classification and measurement of human performance parameters; however, the researcher has concluded that no previous attempts have been made towards "fitting" such a classification scheme to mandated federal regulations.

The research effort entailed reviewing the Berliner behavioral classification scheme, as modified by Fowler [Ref. 1] to ensure it's adequacy for the study and to determine if improvements could be made. The review included a comparison of the classification scheme in light of the combined 169 procurement task statements as identified by the joint efforts of the Federal Acquisition Institute (FAI) study of 1987 [Ref. 2] and the Department of Defense Acquisition Enhancement (ACE II) Study Group [Ref. 3:p. 2-c-2-17].

An exhaustive review of the Federal Acquisition Regulation (FAR) was conducted to record and classify each contracting officer procurement tasking, both implicit and explicit. The steps taken by the researcher to determine which references within the FAR pertained to the context of the study are described in Chapter III.

E. SCOPE, LIMITATIONS, AND ASSUMPTIONS

The scope of this investigation is centered on the application of a modified behavioral classification scheme to those specifically mandated contracting officer procurement tasks found within the Federal Acquisition Regulation. From this narrow perspective the scope of all such tasks were grouped into implied or explicit actions. From this effort the taskings of the Contracting Officer

were taxonomically categorized initially by activity, and then further subdivided into related specific behaviors.

The following limitations will apply:

1. The procurement tasks accepted for inclusion into the adopted behavioral classification scheme pertain only to specific tasks as they apply to the contracting officer. Policies and concepts which merely make reference to the contracting officer are not within the scope of this research effort and, as such, will not be recorded within the classification scheme.

2. The scope of procurement tasks are broad in character and will result in the taxonomy embodying broad descriptive behavioral activities. [Ref. 1:p. 14]

3. The basis the researcher used to classify contracting officer procurement tasks is his own judgement and is thus subjective in nature.

The following assumptions will apply:

1. The procurement process as it pertains to the contracting officer can be behaviorally described by a procurement task classification scheme.

2. Considering the character and makeup of the procurement tasks used within the study, a taxonomy already in existence may be used. [Ref. 1:p. 14]

3. All mandated procurement tasks found within the FAR can be classified. [Ref. 1:14]

F. DEFINITIONS

The following terms are used extensively throughout the study and are important as they relate to the concepts of the science of classification.

1. Classification: The ordering or arrangement of entities into groups or sets on the basis of their relationships, based on observable or inferred properties.

2. Identification: The allocation or assignment of additional, unidentified objects to the correct class, once such classes have been established by prior classification.

3. Taxonomy: The theoretical study of systematic classifications including their bases, principles, procedures, and rules. The science of how to classify and identify. [Ref. 4:p. 22]

Within this study, the following definition will be used:

Task: A specific unit of work performed by a single person that has an identifiable beginning and end. [Ref. 5:p. 49]

The use of the term "he" throughout this study is not meant to denote any particular sexual gender and is used simply for convenience and brevity.

G. ORGANIZATION OF THE STUDY

This study was conducted in an effort to taxonomically identify all specifically mandated contracting officer tasks as presented within the Federal Acquisition Regulation and group them in

accordance with an all encompassing behavioral classification scheme. In Chapter II the theoretical foundation of the study is presented which considers the science of classification as it pertains to the codification of behavioral tasks. An examination of the useful benefits to be derived from human performance taxonomy is presented followed by a discussion on the classification of tasks. The need for adopting a taxonomic approach within contracting is presented as it relates to the concept of contracting as a science. Finally, the Berliner classification is presented along with justification as to why it was utilized within this study.

Chapter III presents the method in which the study was conducted in order to derive these data which produced the matrix of contracting officer tasks, found in Appendix A. Difficulties encountered in using the Berliner scheme are discussed in light of this and other studies. A summary of the researcher's findings obtained from the review of the FAR are presented along with a statistical analysis of the outcome.

Chapter IV will provide the researcher's interpretation of the results obtained from the FAR review as it applies to the primary and subsidiary research questions. A discussion will be presented

on the roles, relationships, and responsibilities of the contracting officer as evidenced by the findings of the study.

Finally, Chapter V provides the researcher's conclusions and recommendations, and offers practical areas for further study.

II. BACKGROUND

A. INTRODUCTION

Tasks take up a pervasive portion of our everyday lives, representing the framework and core of much of human behavior. There is a need to envision these tasks and their properties in order to resolve primary problems in the analysis of human performance. Such a system may take the form of any one of the many human behavioral performance classification schemes developed by behavioral scientists. Without such a system appropriately applied to the taxonomy of human task performance, it is particularly difficult to institute and employ the results of behavioral studies to the resolution of applied problems. In this chapter, the science of classification and its related benefits are considered followed by a discussion on the taxonomic categorization of tasks. The chapter concludes with a discussion of the Berliner classification scheme.

B. THE SCIENCE OF CLASSIFICATION

The process of classification is the acknowledgment of resemblances and the assortment of objects or tasks based on those

resemblances most likely dates back to primeval man. Examination and codification of events and circumstances by early man led to specific expectancies and in that way streamlined his environment. Thus, expected or past occurrences could be rated as likely or unlikely. Further, by differentiating sheep as a combined class, as contrasted from goats in another combined class, individual expectancies could be associated with the sheep object (wool, meat) and others to the goat commodity (getting rammed, milk). Additionally, the separating out of certain categories of objects could steer early man in the forecasting and interpretation of behavior.

The early Greeks were the first to document serious studies in the field of classification. Plato separated classificatory systems into two types: (1) arrangements established on visible things, and (2) arrangements based on concepts or ideas. A protest to this "all or nothing" method was that few articles fit into a singular type, and that further functional relations, involving attributes and characteristics, can be determined that may permit more accurate predictions. Science, as it evolved during the time of Galileo, involved the examination and interpretation of observable events in terms of measurable degrees of attributes. By allotting an event

or object to a class or taxonomy, man was able to make more accurate and improved decisions about a particular event because one could draw on the associated information relating to the class. The eighteenth century biologist Linnaeus incorporated this approach which proved to be useful.

Psychologists eventually found the development of taxonomic classification schemes to be of value. Evaluating an individual as schizophrenic may or may not result in enhanced forecasts about probable behavior. The eighteenth century psychologist Kraepelin made inroads in the early development of a taxonomic classification scheme which would aid in the logical remedy of various type taxonomies in mental illnesses. [Ref. 4:pp. 17-20]

For the purpose of this study, a taxonomy shall be deemed more than a mere classification. Rather, it is the analysis of systematic groupings, each with some reference to one or more postulated models that encompass the domain in which the taxonomy is to be implemented. The use of a taxonomy with a set of facts or observations provides the corollary effect of adding more information to those facts or data by disclosing patterns, permitting forecast, and by providing guidance to many types of expected

actions. The taxonomic scheme also functions as a code for approaching categorized data.

There are general goals within the science of classification. The fundamental purpose of a taxonomy scheme is to characterize the arrangement and relationship of the constituent objects in relationship to each other and to analogous objects, and to streamline these relationships in such a way that broad statements can be made about categories of objects or tasks. Taxonomic classification schemes that are used to describe associations among objects in nature may be used to generate hypotheses. By their heuristic nature, classifications are chiefly justified in the field of science in that they may be used to generate hypotheses for subsequent analysis.

One of the general objectives of a taxonomic classification scheme is to aid in the economy of memory recall required and in the simplification of communication. When an object or task is placed within a group or category within the classificatory system, the system or category assumes the individual characterizations of the multitude of objects found within it. When we indicate that someone speaks German, we are denoting that the individual's linguistic inventory favors that of millions of other people also

found within the grouping titled "German speaking people." We free ourselves from having to state an entire roster of statements about the unique word lists, and intonation patterns of speech familiar to the individual.

Another objective of taxonomic classification schemes is to facilitate easier manipulation of observations. Ideally, categories or groupings within the overall classification scheme should be easily recognized and should be associated with each other. In a particularly complex environment where relationships are not always clear cut, such as the duties and responsibilities often assigned to individuals, this is a rather difficult task. Therefore, one of the chief criterion preferred in a taxonomy is that data be easily separable thus facilitating ease of retrieval. [Ref. 4:pp. 22-24]

C. BENEFITS OF A HUMAN PERFORMANCE TAXONOMY

A taxonomy of human tasks has many significant functional as well as scientific ramifications in various fields of study as well as to state-of-the art questions. In fact, numerous apparently dissimilar problems are joined together collectively and can be observed from a different prospective by the use of such a taxonomy. The benefits to be gained from developing such a classification scheme are many. These can be arranged into two

types of benefits (1) scientific-theoretical benefits and (2) applied-practical benefits.

SCIENTIFIC-THEORETICAL BENEFITS

Some of the more notable scientific areas of benefit are as follows:

1. Conducting literature reviews. Psychologists' initial experience with taxonomies occur when they attempt to pinpoint literature pertaining to their analysis. Are there variables identical to those other scientists have incorporated? Do they illustrate a similar category of human accomplishment? After examining their analytical efforts, psychologists will run up against identical difficulties in the use of semantics and assessments in communicating their outcomes back to a group of hypothetical or theoretical knowledge.

2. Establishing better bases for conducting and reporting research studies to facilitate their comparisons. A complete taxonomic scheme should assist psychologists in determining the basis as to why research can or cannot be compared.

3. Standardizing laboratory methods for studying human performance. A crucial difficulty in the experimental investigation of factors influencing human effectiveness is the shortage of a standard for tasks that permit investigators to contrast the

outcome obtained from differing laboratories. One outcome obtained from investigation into classificatory problems could be the enumeration of conventional or standard tasks that are dependable appraisals of specific human functions.

4. Exhibit gaps in knowledge. At the relevant scientific level, a classification scheme can assist researchers in uncovering voids in the body of knowledge pertaining to human effectiveness. By defining specific groupings and subcategories of human accomplishment, a classification scheme brings to light those areas where broad research has been accomplished, and conversely, where none has been performed.

5. Assisting in theory development. There are several occasions in which taxonomic advancement strengthens the ripening of conjectural thought. The degree of accomplishment for a particular theory essentially depends upon how sufficiently the theory can successfully arrange the examined facts of the science. Albeit theories have assorted taxonomic requisites depending on their variety and the particular stage of their formation they may reside, an appropriate taxonomic strategy seems imperative to the initial creation of quantitative correlations.

APPLIED-PRACTICAL BENEFITS

The methods in which a taxonomy would be of value in both applied and pragmatic fields of behavioral studies include the following:

1. Job definition and job analysis. In our swiftly evolving society, positions of employment are perpetually being abolished or modified while many new ones are being created. To make a practical decision pertaining to the instruction and/or selection criteria needed to produce competent performers within jobs, one may incorporate a classification scheme to examine the task requirements of a new job. A classification scheme using proper general descriptors can aid one in determining the likeness of new and dissimilar jobs and can arrange jobs into groupings having analogous personnel requisites.

2. Human-machine system design. The organizing and distribution of tasks to human beings and machines dictate the need for decisions about human performance. A critical factor to be considered when making such decisions should be the particular grouping of the performance that one is using, and the grouping of assorted components that can influence that performance.

3. Personnel selection, placement, and human resource planning. When a system's strategy has developed to the level where resource specifications have become well established and verifiable, the necessity for identifying and ordering personnel to the new system often becomes a matter of paramount concern. In order to achieve the most appropriate fit of people to responsibilities, information about the magnitude of the assignment and about the attributes of workers must be within the reach of decision makers. A worthwhile classification scheme would incorporate concepts matching the attributes of job responsibilities, their performance requisites, and the capacities assessed by selection examination.

4. Training. The initial difficulty that training professionals face is in acquiring adequate task-specific information in a fashion that will allow them to devise and carry out their training objectives. They must be aware of the approach the individual is required to follow, the provisions and the circumstances of the job. Further, they must understand what comprises an adequate level of job expertise. Implementing the concepts of learning to training would seem useful; for example, but it is extremely burdensome in application because there is inadequate data about the groupings

of human behavioral performance within which dissimilar instructional techniques are useful. The obstacle is one of generating a taxonomic classification scheme that will adapt those training methods deemed as being useful with specific classifications of tasks and related competencies.

5. Performance measurement and enhancement. Numerous analysts have identified the requirement for standards of human task accomplishment that can oblige as reference points for the consequences of theoretical test factors. Such standards may provide investigators with information showing the functional relationship between the heightened performance and their intercession. The assessment of classifying task performance also penetrates into the insufficiently settled problems of evaluating training results, the assessment of man-machine system effectiveness, and evaluation of job accomplishment. For these reasons, the evolution of a classification scheme for human performance would contribute towards the creation of innovative, useful measurement procedures.

6. Development of retrieval systems and data bases. A comprehensive discipline of information science has evolved within the last few decades, with related computer systems used for the

accumulation and swift extraction of data. The effectiveness and usefulness of such structures could be magnified if the facts about elements influencing human performance were categorized by the type of human performances involved. A classification system for accomplishing this would be beneficial not only in the proficient recovery of records, but in the evolution of systems for consolidating, upgrading, and condensing facts about categories of human performance as well. Contemporary computer information science, combined with innovative taxonomic ideas, has the potential for enormous benefits.

The diverse use of classification schemes used in measuring task performance as presented above do not cancel each other out. The contrasts between fundamental and employed applications are manufactured, and they overlay each other as well. The previously depicted uses for classification schemes furnishes a set of goals and objectives to direct future improvement and growth in taxonomies while providing a standard to assess the usefulness of future classification schemes. [Ref. 4:pp. 5-9]

D. CLASSIFICATION OF TASKS

The discipline most interested in the taxonomy of tasks is psychology, more specifically, within the sphere of human

performance analysis. [Ref. 1:p. 23] There are four primary methods the human performance community uses to classify tasks and their descriptions. The first three approaches center on the characterization of the actions, procedures, and competencies involved in the performance of the particular task being reviewed. The fourth approach stresses the constituent elements, state, or ingredients of the task. These strategies are amplified as follows:

1. Behavior Description Approach - based upon researchers' findings of what workers literally do while accomplishing a task.

2. Behavior Requirements Approach - based upon standards that researchers determine to be necessary to meet established levels of performance.

3. Ability Requirements Approach - contrasts, evaluates, and correlates those competencies deemed necessary to perform a particular task. [Ref. 6:pp. 44-45]

4. Task Characteristics Approach - this strategy is founded upon an approach that handles the task as an assortment of conditions that invoke human performance. It centers on what takes place between the input factors and the ultimate output of the process. [Ref. 7:p. 22-23]

The researcher has adopted the fourth approach of task characterization within this study. As such, this approach lends itself to an environment within which there are a set of conditions which a worker, or in the case of the study, the contracting officer, is forced to operate within. These conditions have an

existence dissimilar from the resulting activities their presence might stimulate or the procedures they might activate among the worker. [Ref. 4:p. 55]

Within the task characteristics approach, tasks are depicted by action verbs with referents. Referents are a type of language used in task analysis, i.e. aligns cross hairs, coordinates the marker. Researchers involved in the study of human task taxonomies use such descriptive techniques not only because it conforms to the discipline of task analysis, but because in order for the largest number of test participants, and researchers (often viewing tasks from differing prospective) to have the broadest comprehension and use, the descriptors used to characterize the task should be consistently identifiable. Additionally, they should be uncomplicated, discrete actions readily quantifiable and should be common in nature.

It is intuitively obvious that for a task to be considered for inclusion into a classification scheme, the task should be considered an important event contributing to the successful outcome of the job. Not all tasks are weighted as necessarily critical or important to the accomplishment of a job. One technique to distinguish important tasks from non-critical tasks involves the

assembly of "critical incidents" from individuals executing the job. Critical incidents are recollected events which influence, in a meaningful way, the end results of an assignment, either favorably or negatively. The collection and arrangement of a vast number of such occurrences, all relating to an analogous job, will lead to the documentation and substantiation of job components (tasks) significant to achieving over-all job effectiveness. [Ref. 8:pp. 283-286]

E. THE NEED FOR A CONTRACTING TAXONOMY SCHEME

Few can dispute that contracting, although still in the evolutionary stages, is steadily evolving into a distinct science. By making the transition from what many have long considered an administrative support area into a distinctly scientific discipline offers several unique advantages. Science seeks to clarify relationships through the use of "abstract" ideas which enable users to derive "generalizations". Because of the concern science places on the representation of abstractions and theories, it can be exceptionally worthwhile in the assimilation and consolidation process. The advancement of theoretical conceptual procedures unlocks the borders and boundaries to new and innovative areas of human behavior studies and proposes further means for

analysis and investigation into functional problems. [Ref. 9:pp. 29-30]

As stated, the benefits to be derived from the profession of contracting being classified as a distinct scientific discipline are many. Further enumeration of such benefits as well as their proof are not within the scope of this study (see Ref. 9).

There are four fundamental conditions found within a science. These are:

1. A distinct subject matter
2. A description and classification of the subject matter
3. The presumption of underlying uniformities and regularities concerning the subject matter
4. The adoption of the scientific method for studying the subject matter. [Ref. 9:p 11]

In order for contracting to be considered a scientific discipline within both the academic and professional community it must comply with the above four critical requirements. The enhancement of critical requirement number two will be the primary focal area of this study.

A taxonomy "is a type of non-theoretical system which sets conditions for the applicability of its categorical terms." [Ref. 10:p. 26] A contracting taxonomy is indeed a crucial requirement

needed to define contracting as a science. It offers uniformity to the boundaries encompassing the particular area under study, and facilitates the evolution and formation of theories.

A review of current literature on contracting reveals an abundant variety of efforts by some to illustrate contracting in a manner which could potentially be developed into a classificatory scheme. Sherman proposes that the mechanisms of contracting should be examined as a "life cycle model" centering upon the conception and design stages prior to formalizing a contract as well as the managerial operations subsequent to award. [Ref. 11:pp. 220-223] (See Figure 2-1)

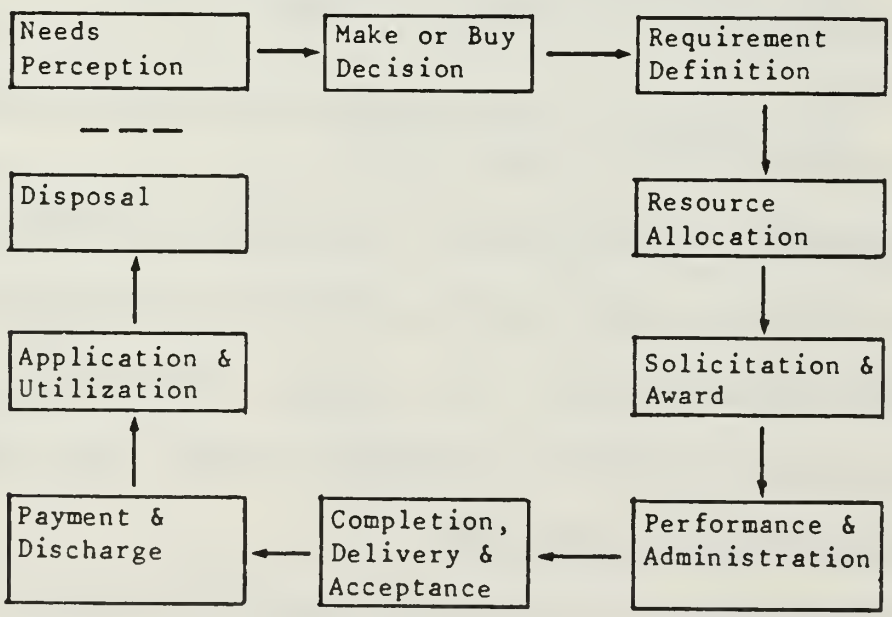

Figure 2-1

Generic Procurement Model
Source: Sherman [Ref. 11]

Lamm asserts that the six principal mechanisms found within procurement are:

1. acquisition planning
2. source solicitation
3. source evaluation and selection
4. contract negotiation
5. contract award
6. contract administration [Ref. 9:p. 15]

This broad model follows the representation developed by the Commission on Government Procurement which is represented in Figure 2-2. [Ref. 9:pp. 15-16]

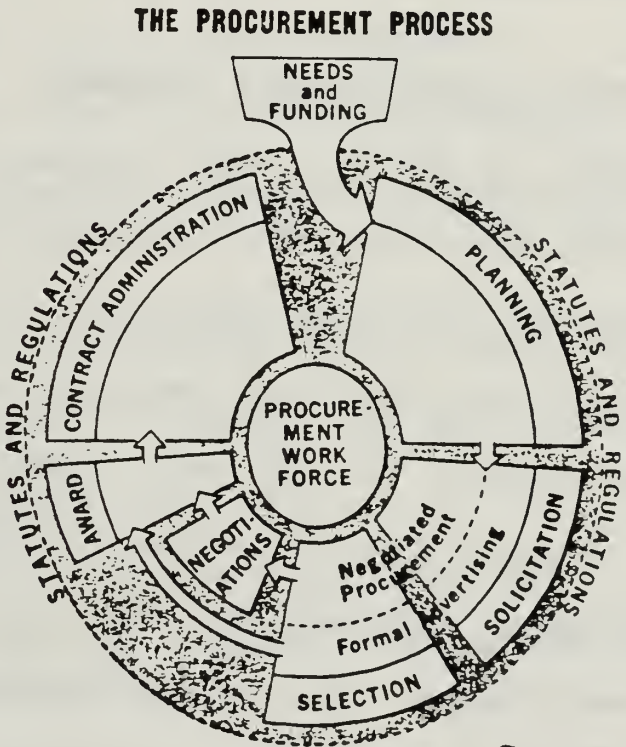

Figure 2-2 Source: Sherman [Ref. 11]

The Procurement Process

The aforementioned models offer researchers a grass roots approach towards generating a classification scheme which may serve to quantifiably describe and classify the contracting process. These models offer a broad view of the process commonly referred to as "contracting." However, to date there is a noted lack of any attempt to specifically catalog and develop a taxonomy of what the science of contracting specifically entails on an individual basis, to wit, the contracting officer. The development and implementation of such a taxonomy will further definitize and add to the credibility of the contention of contracting as a science. The aim and scope of this study is to this end.

F. THE BERLINER CLASSIFICATION SCHEME

Berliner, Angell, and Shearer (1964) attempted to devise a behavioral taxonomy that would prove useful when attempting to identify ideal methods of evaluating performance. Although many other classification schemes had been developed, which address the relationships between behavior and training conditions, Berliner, et. al., wanted to create a taxonomy specifically adept to conducting performance measurements under less than ideal conditions for measurement. The researchers elected to develop their scheme in a hierarchial fashion. The taxonomy was divided

into three main elements (1) processes, (2) activities, and (3) specific behaviors. The strategy has four primary behavioral processes which are subdivided into six expansive activities. These are in turn further subdivided into forty-seven distinctive behaviors.

The Berliner taxonomy scheme is shown in Figure 2-3.

The distinctive behaviors are the core of the Berliner system. They are depicted by verbs which the researchers believed would give the broadest comprehension to the many divergent users. The behaviors were chosen from the previously discussed criteria necessary for classifying behaviorial tasks:

1. behaviors must be easily recognized.
2. behaviors must be universal in occurrence.
3. behaviors must be elementary, uncomplicated actions with quantifiable characteristics. [Ref. 12:p. 29]

Behavioral psychologists have a multitude of quantifiable measures available to them for their use in assessing behaviors. These prevalent measures are:

1. times (start, completion, and duration).
2. errors (omission, commission, magnitude) and direction of tracking deviation.
3. use-frequency data.
4. workload data.

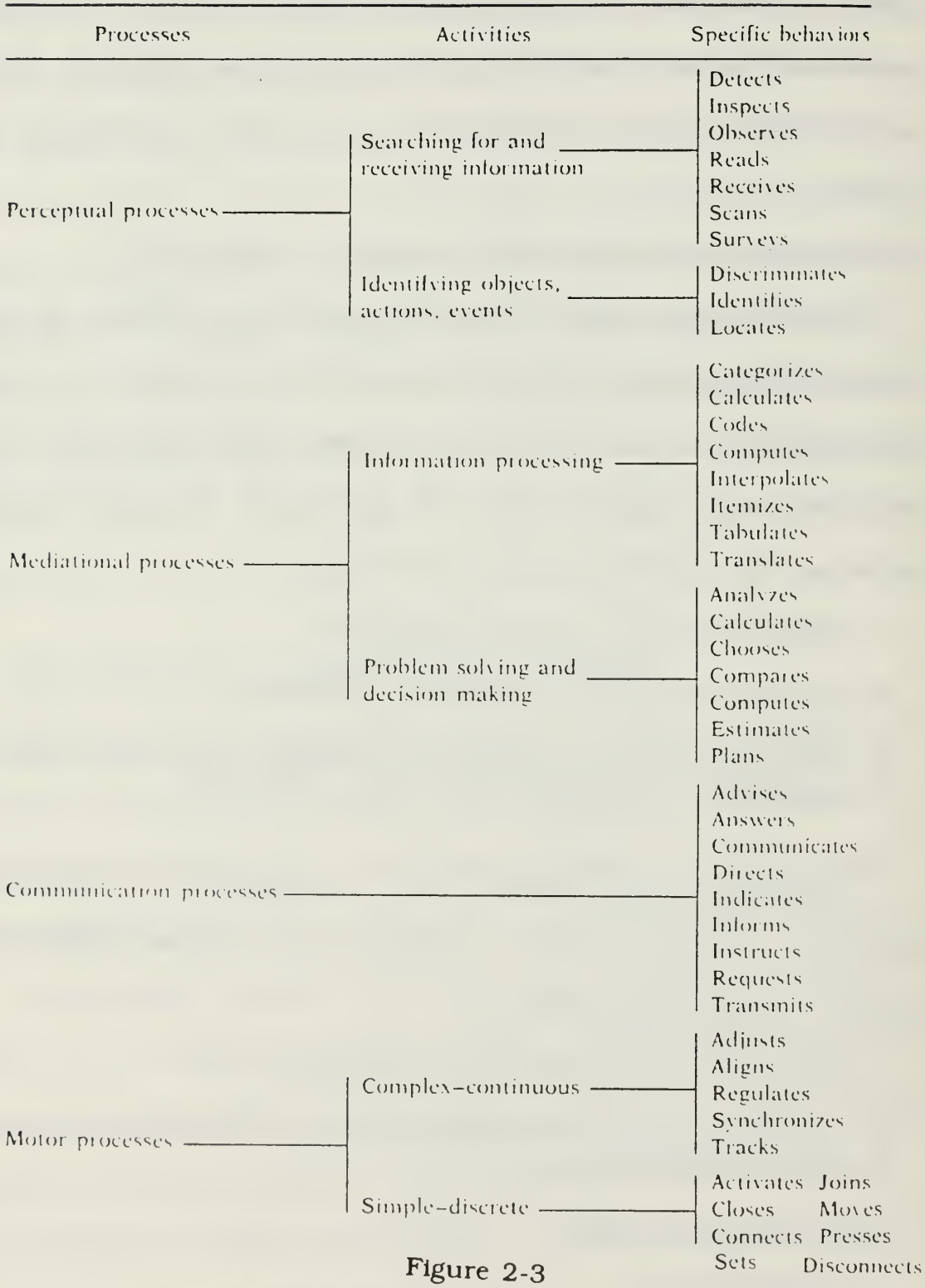

Figure 2-3

Berliner Classification Scheme
Source: Berliner [Ref. 8]

5. motion dynamics [Ref. 12:p. 33]

These measures may be applied to any one of the behavioral tasks incorporated within the Berliner classification scheme; thus, the behaviors chosen meet the criteria for use.

Within the Berliner taxonomy, the forty-seven behaviors provide the taxonomist with an initial entry point into the classification scheme. Having chosen one, the activities and processes are prearranged and are easily determined. Berliner, et al., do not present any definitions for any of the behaviors, processes, or activities. The prospect that individuals employing the classification scheme may have dissimilar personal behavior definitions even at the precise behavior tier is supposedly considered and/or evaluated by the estimates obtained of inter-judge reliability. Berliner incorporated the use of judges to classify the exact behaviors into probationary, sizable groupings. A "refining phase" allowed Berliner et. al., to eliminate some behaviors and thus include only those behaviors whose positioning into process groupings was recognized by no less than six of eight judges. His initial list of one hundred action verbs was reduced to forty seven in this manner. [Ref. 12:p. 32]

Critics of the taxonomy system have charged that considerable "overlap" exists within the system. The groupings are not mutually exclusive. What occurs is that not all behavioral tasks are viewed by users as singularly belonging to only one section. For a taxonomy scheme to have this property would be highly desirable; however, the researchers determined that it was not an essential requirement for a system to be effective.

> R. B. Miller has pointed out (Miller, 1962) that mutual exclusiveness of terms in a taxonomy may in fact be an unattainable objective, and the findings of the present study provide no evidence to disconfirm this. Nevertheless, the system as it has been developed to this point does show that judges with rather diverse backgrounds and interests can agree quite well on whether or not a specific activity possesses characteristics which put it in a class of behaviors whose general nature is described by some broad behavioral-process description. [Ref. 13:pp. 19-20]

In summary, the researcher determined that the Berliner classification scheme represents a viable system for quantifying and organizing behavioral tasks to assess their working relationship with each other and to determine their appropriateness for organizing performances within a specific discipline. It has been successfully used in applied behavioral research and proved to be an appropriate model for use. [Ref. 12:p. 33] An examination into the suitability of the Berliner classification scheme for investigative

work in the field of human behavior appropriately summarized it's merits.

It was selected because it appeared to be relatively easy to use and reasonably comprehensive with respect to its coverage of specific behaviors. It also permits the analysis of raw data at various levels of detail; i.e., "process," "activity," and "specific behaviors." [Ref. 14:p. 331]

The Berliner classification scheme, despite it's manifold attributes, required some modifications during this study in order to be appropriately applied to the unique requirements of procurement. This issue will be addressed in greater detail within Chapter Three.

G. SUMMARY

This chapter dealt with general issues within the scientific discipline of classification and behavioral task classification. Various theoretical and practical benefits to be gained by the application of a taxonomic approach were highlighted. The need for employing such a taxonomy within the field of contracting was discussed as it related to the development of contracting as a science. Finally, the Berliner classification scheme was introduced as well as the factors that lead to its selection for use within this

study. The next chapter will discuss the researcher's efforts to classify the Federal Acquisition Regulation, as it pertains to the mandated tasks of the contracting officer, in accordance with a modified interpretation of the Berliner classification scheme.

III. CLASSIFYING CONTRACTING OFFICER PROCUREMENT TASKS

A. INTRODUCTION

This chapter will discuss the procedures the researcher used when applying a modified version of the Berliner classification scheme to mandated contracting officer procurement tasks found within the Federal Acquisition Regulation. Problems which developed during the research will be addressed. Finally, the results of the study will be presented.

B. CLASSIFICATION PROCEDURES

The researcher conducted an exhaustive review of the Federal Acquisition Regulation (FAR) recording all mandated procurement tasks placed upon the contracting officer. These tasks could be either clerical, administrative, or managerial in nature; however, they had to be specific tasks of some sort. These tasks could be either explicit or implied as evidenced from the context of the FAR passage. The procurement tasks accepted for inclusion into the study pertained only to tasks as they applied to the contracting officer. Policies as they related to the requirements, duties, and responsibilities required of the contracting officer were not within

the scope of this research effort and, as such, were not recorded into the classification scheme.

This study encompassed the entire Federal Acquisition Regulation, Parts 1 through 53 inclusively. All published changes/updates were made to the FAR as they were received during the research effort and were analyzed to determine if rewrites, additions, or deletions affected those previously recorded contracting officer tasks. If applicable, these changes were either recorded or deleted from the researcher's classification scheme. The final FAR update considered during the research was Federal Acquisition Circular (FAC) 84-49 dated 11 July 1989. Subsequent FACs are not incorporated within this study.

It should be noted that the procurement tasks reviewed were broad in nature and resulted in the classification incorporating broad descriptive behavioral activities which were naturally facilitated by the modified Berliner scheme. It is recognized that the reader in some instances, due to his/her own perceptions and experiences may disagree with the researcher's classification decisions. The basis the researcher used to classify the majority of contracting officer procurement tasks was his own judgement and was thus subjective in nature.

In light of the aforementioned procedures, the following three step approach was adopted from Fowler [Ref. 1] and modified to this study when classifying FAR tasks into the modified Berliner scheme.

1. Identify and classify those procurement task behaviors which are identical to the Berliner behaviors.

2. Identify and classify those procurement task behaviors which are synonyms of the Berliner behaviors by using a thesaurus [Ref. 15]. To accomplish this step, the following "synonym procedure" was used:

   a. Locate a behavior within the FAR that appeared to be a synonym of the Berliner behavior.

   b. Verify with the aid of a thesaurus which particular Berliner behavior was an appropriate synonym for the FAR task behavior.

   c. Place those procurement behaviors that match the Berliner behavior synonyms in the appropriate activity category.

   d. Continue the above three steps for all of the Berliner behaviors.

3. Classify any remaining procurement task behaviors by the judgement of the researcher. Judgmental factors used by the researcher included, in their order of importance.

   a. the context in which the procurement task behavior is used in the procurement task statements.

   b. the apparent similarity of the procurement task behavior to the other behaviors which had already been classified in Steps 1 and 2.

c. the apparent "fit" of the procurement task behavior to the "essence" of an activity category. [Ref. 1:pp. 44-45]

The results of the researcher's efforts were classified into the modified Berliner classification scheme, a modification which is discussed later within this chapter. A record of the FAR mandated contracting officer tasks when placed into the modified Berliner classification scheme is presented within Appendix A. The researcher's analysis of these data appears within Chapter IV.

Throughout the FAR the contracting officer is tasked with including specifically fitting mandatory clauses into the solicitation or contract due to the contractual circumstances being discussed. Additionally, the reference where the clause may be located within the FAR is given. Some of these clauses are optional and are left up to the contracting officer to determine if circumstances would warrant their inclusion within the document. An example of such is:

> The contracting officer shall insert the clause at 52.208-3, Conflicts, in solicitations and contracts for utility services. [Ref. 16:8.309]

The term "shall" as opposed to use of the word "may" following the statement "the contracting officer," was a valid indicator as to whether the clause was a mandatory or optional clause. Because of the frequency of occurrence and for the sake of brevity,

Appendix A, data listing, catalogs both mandatory and optional clause tasking found within the FAR with the abbreviation MC (mandatory clause), or NM (non-mandatory clause). The remarks column of Appendix A cites where the clause may be located within FAR Part 52, and if an Alternate clause is listed, it is so noted. These tasks, because they clearly involve the insertion of a specific clause into a contract or solicitation, are classified into the behavior "alter" which Fowler, in his modified Berliner scheme, placed under the activity "Information Processing" [Ref. 1: p. 59].

A discussion of Fowler's modification to the Berliner scheme, used within this study, follows.

C. PROBLEMS IN USING THE BERLINER CLASSIFICATION SCHEME

During the time frame 1977 - 1979 the Federal Acquisition Institute (FAI) directed a behavioral task evaluation study using a survey questionnaire acquired from the U.S. Air Force Occupational Measurement Center. The survey was a comprehensive overview of the procurement process and was designed to be thorough.

> Tasks and background questions came from interviews with more than 130 individuals representing twenty departments and agencies...the resulting form contained in excess of 300 items of personal and job related background data points and 1,480 tasks. [Ref. 1:p. 30]

In performing the poll, the FAI used twenty-four federal organizations which distributed it to over "60% of their Contracts and Procurement Specialists (GS-1102), Purchasing Agents (GS-1105), and Industrial Specialists (GS-1150)" [Ref. 1:p. 30]. The survey yielded a return rate of 65.2% of which some 8,134 were from Contract and Procurement Specialists. This number represented approximately 48% of the existing procurement work force at that time.

From 1980 - 1985 the FAI and the Office of Personnel Management shared responsibility for evaluating the information collected. [Ref. 1:pp. 30-31] The data were formed into a list of some 157 procurement task statements. [Ref. 2] At a later date, the Department of Defense was mandated with the responsibility of improving the acquisition work force. It attempted to do so through the Acquisition Enhancement (ACE) Program Report II which attempted to define and clarify the responsibilities of the acquisition work force. The report resulted in the development of an additional 12 procurement task statements. [Ref. 18] Together these 169 task statements were deemed to be the most crucial behavioral tasks executed by the GS-1102 procurement personnel in the performance of their jobs.

Eventually, FAI was able to prioritize these procurement tasks with the ultimate objective of generating both a Training Blueprint and developing a standard procurement training curriculum for each professional specialty. Fowler [Ref. 1] reviewed these 169 behavioral task statements and, utilizing the conventional scientific components to a task: 1) a beginning state; 2) employee actions; 3) technology; 4) an ending state, came up with the following conclusions:

> A major finding of this exercise is that, in the 169 procurement task statements, there are 258 separate instances of employee behaviors required. Many of the required behaviors are the same, but appear randomly throughout the listing. An exercise in consolidating these repetitive behaviors yields 68 different behaviors. Thus, the 169 procurement task statements require 68 different behaviors to accomplish critical work required by the procurement process. [Ref. 1:pp. 34-35]

Fowler then applied these 68 different behaviors to the three step classification procedures outlined earlier within the chapter. His results show that only ten of the behaviors (14.71%) from the FAI/ACE II study were identical to Berliner's behaviors thus invoking step one of the adopted classification procedures and involving no subjectivity. Step two, invoking the use of synonyms from a thesaurus in support of Berliner's behavior yielded little better. Only eleven synonyms of the Berliner behaviors matched up representing 16.18% of the procurement behaviors. Step three,

that is, use of the researcher's best judgement was the most often used method when classifying those procurement task behaviors from the FAI/ACE II study against the Berliner scheme. Fowler found this step incorporated 61.76% of the behavior tasks. The researcher feels that this is significant as it quantifiably reveals the degree of subjectivity involved when applying the 169 procurement tasks to the Berliner classification scheme. This high degree of subjectivity may give cause for some to doubt the validity of the Berliner classification scheme in its application to the procurement process. Equally disturbing is the fact that numerous behaviors from the FAI/ACE II study could not be classified. These tasks were "negotiate," "develop," "release," "control," and "open,." [Ref. 1:pp. 48,50] Such tasks, given their high degree of utility within the procurement process reveals that something is lacking in the Berliner classification scheme per se. "Negotiate" for example is used no less than in twelve of the sixty-eight FAI/ACE II behaviors. [Ref.1:p. 50] To exclude this term from the classification scheme or to rely on the researcher's subjective judgement given the behavior's high degree of importance would reduce the effectiveness and validity of the classification scheme.

In light of the above findings, Fowler modified the Berliner classification scheme. Figure 3-1 portrays his revised procurement task classification scheme [Ref. 1:pp. 59].

Fowler's application of the 169 FAI/ACE II procurement tasks to the Berliner classification scheme revealed that two of Berliner's activity categories: 1) Motor Process - complex continuous; and 2) Motor Process - simple discrete were found to be irrelevant to the study. As such they were dropped from the revised classification scheme. Fowler's modified scheme also reveals groups of behaviors within each activity. The title appearing above each list of behaviors depicts the term which most correctly characterizes their consolidated nature.

Within the Berliner classification scheme the embedded concept is that an operational procedure may be set apart into separate exercises by arranging behaviors exhibiting an analogous nature. The modified taxonomy enhances this theory in it's ability to distinguish five similar activities from the Berliner classification scheme by distinguishable groups of behaviors. [Ref. 1:p. 58] Acting from the assumption that the 169 procurement task

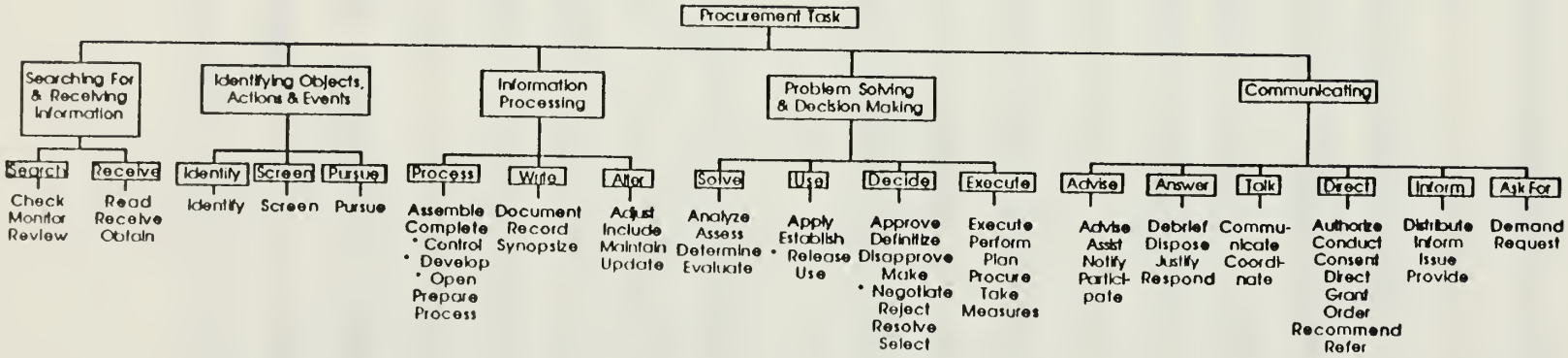

Figure 3-1

Modified Berliner Classification Scheme
Source: Fowler [Ref. 1]

behaviors accurately reflect the duties and responsibilities of the contracting officer the researcher elected to adopt Fowler's modified procurement classification scheme.

Lastly, Fowler's procurement scheme classifies the five procurement task behaviors which were not evaluated within the original Berliner classification scheme.

D. RESULTS OF THE PROCUREMENT TASKING REVIEW

Table 3-1 represents the overall results of applying the modified Berliner classification scheme to the Federal Acquisition Regulation.

It is noted that by far the most predominant mandated activity encountered by the contracting officer is "Information Processing," which occurs in 1,837 instances throughout the FAR. Similarly, the associated behavior "alter," occurs a total of 1,608 times. The researcher found this was primarily due to the numerous instances throughout FAR Parts 1 - 51, where the contracting officer was directed to incorporate clauses from FAR Part 52. An example of such includes:

> The contracting officer shall insert the clause at 52.215-21, Changes or Additions to Make-or-Buy Program, in solicitations and contracts when it is contemplated that . . . . [Ref. 16:pp. 15-25]

TABLE 3-1

Frequency of Behaviors
Source: Researcher's Analysis

Activity	Frequency	Behavior	Frequency
Searching for and Receiving Information	198	search	94
		receive	104
Identifying Objects, Actions and Events	233	identify	196
		screen	29
		pursue	8
Information Processing	1837	process	99
		write	130
		alter	1608
Problem Solving	983	solve	182
		use	130
		decide	286
		execute	385
Communicating	713	advise	114
		answer	5
		talk	54
		direct	169
		inform	277
		ask for	94
		total:	3964
Explicit Taskings - 2743 Implicit Taskings - 1221			
Source: Researcher's Analysis			

Additionally, when reviewing FAR Part 52, it was noted that virtually every paragraph introducing a provision or clause began

with the phrase:

> As prescribed in 43.106, the contracting officer may insert a clause substantially the same as the following in solicitations and contracts [Ref. 16:52.243-7].

To ensure the accuracy of the research effort the statement "as prescribed" required that the researcher look up the reference mentioned within the sentence. This served as a cross check to the correctness of incorporating the task into the classification.

The second most frequently occurring activity found when applying the FAR to the modified Berliner taxonomy was that of "Problem Solving," which had 983 occurrences throughout the FAR. The behavior which contributed the greatest to this large frequency count was the term "execute." Seldom was this term used verbatim. The position that the researcher took towards this behavior was that it was a behavior that would account for many tasks not readily identifiable; however, when viewed within the context of the surrounding FAR text and language used, the task required the contracting officer to take an action, or to make some occurrence happen. An example of such includes:

> Contracting officers shall -
>
> (a) Ensure that the requirements of 1.602-1(b) have been met, and that sufficient funds are available for obligation; [Ref. 16:1.602-2(a)].

This was by far the most difficult of the behaviors used within the study because it's appropriateness for use was not always readily apparent and often required the researcher to use judgement to institute a best fit.

The activity "Communicate" was the third most often encountered behavioral activity with 713 occurrences. The primary behavior classified under this activity was "inform," significantly encountered more often by the contracting officer than any other communicative behavior with a total of 277 occurrences.

"Identifying Objects, Actions and Events" was encountered a total of 233 times during the study with the behavior "identify" as the primary behavior.

The least occurring activity found within the study was the activity "Searching for and Receiving Information." This activity had a frequency of 198 occurrences with the task "receive" accounting for the largest number of behaviors within this activity group.

E. SUMMARY

This chapter began with a discussion of the procedures used during the research phase of this study. The specific criteria applied during the classification process pertaining to the validity

of each task encountered were outlined. Difficulties encountered in the application of the Berliner classification scheme directly to the procurement process were discussed which lead to the introduction of the modified Berliner classification scheme as developed by Fowler. Finally, the results of the researcher's application of the FAR to the modified Berliner classification scheme were presented along with a discussion of the finding's implications.

IV. DATA ANALYSIS

A. INTRODUCTION

In the previous chapter, the overall results of applying the modified Berliner classified scheme to the Federal Acquisition Regulation was presented in Table 3-1. General conclusions may be reached regarding the role of the contracting officer and the skills required of this position as a result of these data obtained from the research effort.

B. STATISTICAL ANALYSIS

Table 4-1 is a statistical breakdown of tasks as they occur when placed into the modified Berliner classification scheme. The statistics within Table 4-1 indicate that the dispersion of the behaviors varies greatly among activities. The proportion found in the final column exhibits the comparable presence of each activity among FAR directed contracting officer tasks.

An off shoot of this study is the development of an analogous hierarchy of activities. Fowler developed such a hierarchy from his

TABLE 4-1

Statistical Summary of TABLE 3-1 as applied to Federal Acquisition Regulation
Source: Researcher's Analysis

PROCESS	ACTIVITY	# of Behaviors	% of Behaviors	Frequency of Behaviors	% Frequency of Behaviors
PERCEPTUAL	Searching for & Receiving Information	6	8.7	198	5.97
	Identifying Objects, Actions & Events	3	4.35	233	7.03
MEDIATION	Information Processing	14	20.29	1187	35.82
	Problem Solving & Decision Making	22	31.88	983	29.66
COMMUNICATE	Communicating	24	34.78	713	21.52
	Totals	69	100.00	3314	100.00

classification of the 169 procurement task statements generated by the FAI/ACE II study. [Ref. 1:p. 54] The results that he obtained are contrasted with those of the researcher's as shown in Table 4-2. Note the significant difference in the order of ranking for the

various Berliner behaviors. The frequency assigned to Activity number one, Activity number two, and so forth, does vary somewhat.

TABLE 4-2

Hierarchy of Activities
Source: Fowler [Ref. 1] and Researcher's Analysis

ACTIVITY	% Freq (Fowler)	% Freq (current study)	Ranking (Fowler)	Ranking (current study)
Searching for & Receiving Information	15.19	5.97	4	5
Identifying Objects, Actions & Events	2.53	7.03	5	4
Information Processing	17.3	35.82	3	1
Problem Solving & Decision Making	38.4	29.66	1	2
Communicating	26.58	21.52	2	3
Totals	100.00	100.00		

The difference in the order of ranking assigned to each Berliner activity was not an unexpected outcome. In a study of this sort where subjectivity is incorporated into the decision

making process some variance is to be expected. The possibility of variance is even further magnified when one considers that Fowler classified the FAI/ACE II task behaviors into the rigid Berliner classification scheme; whereas the researcher was given a greater degree of flexibility in classifying behaviors due to the adoption of the modified Berliner taxonomy. A possible value of this hierarchy of activities when contrasted to a similar hierarchy developed in the Fowler study [Ref. 1:p. 54] is that it possibly serves to point out a difference in the perception of what the procurement work force believes to be it's functions and what the FAR mandates of the contracting officer.

One's initial reaction might be to question the accuracy of the FAI/ACE II procurement tasks. Do they accurately depict and embody all of the tasks placed upon procurement personnel in light of the present study's exhaustive review of the FAR? Was the research effort within the current study accurate in its classification of mandated procurement tasks into the modified Berliner taxonomy? Such questions may be put to rest when one examines the original Berliner classification scheme, Figure 2-3, and notices that the primary occurring activity, Information Processing, does not easily allow a "fit" of the most frequently occurring behavior

found within the FAR search. The behavior "alter" is most often associated with the insertion task placed upon the contracting officer as seen in the statement "the contracting officer shall insert the following clauses in solicitations and contracts . . . ." [Ref. 16:1104] Similarly the same task "alter" significantly accounts for those behaviors established within FAR Part 52 as found within the statement "As prescribed in 16.203-4(b), when contracting by negotiation, insert the following clause in solicitations and contracts when . . . ." [Ref. 16:52.216-3]

The modified Berliner classification scheme developed by Fowler recognized the need to include a behavior within the activity "Information Processing" that would encompass all those instances within the procurement process where one frequently encounters the tasks "insert," "alter," "delete," or "substitute" as they pertain to the handling of FAR clauses (this study found no less than 1,608 such occurrences). The original Berliner taxonomy lacks such flexibility and does not contain the behaviors "alter," or "include;" two behaviors most often used when the researcher encountered the required processing of FAR clauses. For this reason, the modified Berliner classification scheme is thus more suited for

use when classifying the behaviors associated with the procurement process.

When one takes into consideration the differences between the two classification schemes as previously discussed, it is not difficult to account for the varying results obtained by Fowler and the current research effort in determining the number one most frequently occurring activity. Accounting for this shift in the initial order of ranking between the two studies, the remaining ranking order does not vary for the activities "Problem Solving and Decision Making" and "Communicating." Given the close correlation between the frequency for the final activities "Searching for and Receiving Information" and "Identifying Objects, Actions, and Events" (5.97 versus 7.03) the differences herein may have been purely subjective between Fowler's ranking and the current study's hierarchy.

In summary, a comparison between the hierarchy developed under the current research effort , Table 4-2, and Fowler's findings verifies the validity and accuracy of the FAI/ACE II 169 procurement tasks at describing the complete procurement process. These procurement tasks were developed from the point of view of the contracting officer and when contrasted in this study to contracting

officer mandated tasks within the FAR, a close correlation is found to exist. Additionally, the above findings verify the need for and the validity of Fowler's modification to the Berliner classification scheme when it is applied to the procurement process.

C. INTERPRETATION OF THE DATA

When viewing the results obtained from the application of the Federal Acquisition Regulation to the adopted taxonomy, it becomes readily apparent that the two primary activities the contracting officer is engaged in is the processing of information, and in resolving problems. This is not a unique finding; however, in attempting to lend credence to the promulgation of contracting as a science it is important to refer back to the source from which the contracting officer derives his authority, the Federal Acquisition Regulation, to verify and thus solidify the role the contracting officer plays in the procurement process.

As disclosed within the previous chapter (Table 3-1), the primary activity receiving the greatest frequency of taskings was "Information Processing." This was due in part to the high frequency of tasks associated with the behavior "alter" which was tied to the numerous FAR clause insertions. The frequency by which we find the behavior, to "alter", as it is used in the context

of inserting/deleting clauses throughout the FAR indicates to the researcher that the contracting officer must, in order to properly fulfill his mandated task of inserting the correct clause under the appropriate circumstances, have two fundamental professional qualities. The contracting officer must first, be intimately aware of the multitude of provisions found within the FAR and their requirements for use. This implies he must have a good working knowledge of contracting, obtained either through experience and/or education. Secondly, he must possess a broad working knowledge of the many functional aspects of finance, basic business principles, law, accounting, and marketing. These two characteristics of a competent contracting officer validate the need for a more professional acquisition work force. It testifies to the validity for the requirement for professional standards among contracting officers, such as education levels, minimum experience levels, etc. The Packard Commission took this issue head on and proposed reform within the government which was aimed at improving the professionalism of Department of Defense acquisition personnel. [Ref. 17] Additionally, this need validates the usefulness of professionally enhancing programs such as the National Contract Management Association's title "Certified

Professional Contract Manager" (CPCM) which it bestows upon it's member after requiring them to demonstrate a working knowledge in the aforementioned disciplines.

The activity receiving the second greatest level of usage was "Problem Solving." This activity was primarily effected by the large frequency of taskings associated with the behavior "execute".

No approach to problem solving will always ensure a correct decision is made; however, the individual who takes a balanced organized approach towards decision making is more likely assured of attaining the desired outcome. The "Rational Problem-Solving Process" as commented upon by Stoner and Wankle lists the following four steps the effective manager incorporates into the decision making process:

1. Investigate the situation.
2. Develop Alternatives.
3. Evaluate Alternatives and Select the Best One.
4. Implement the Decision and Follow Up on It. [Ref. 18:pp. 152-154]

The fourth and final step in the above management process is the process we are classifying under the behavior "execute." Step one tells us that in order to properly carry out the behavior "execute" the contracting officer must first be aware of the

circumstances at hand. He must be aware of what his specific duties and requirements are. What are the tasking requirements mandated of him from both Federal procurement statutes as well as his hierarchial organization? These are questions that can be answered only through formal training and should not be left up to the individual to gain through on the job training (OJT). Additionally, the level of usage for the behavior to "execute," indicates that in order for a contracting officer to fulfill and meet the vast numbers of specific actions and duties mandated of him within the FAR, he must exercise a strongly, pro-active position within his organization. The truly professional contracting officer must be able to execute both long and short range planning. He should be able to set objectives and goals within his work environment. The many requirements demanding the contracting officer's oversight and involvement charge him with exceptional leadership and management skills. This is further evidenced by the second most frequently occurring behavior within the "Problem Solving" activity. That of the behavior "decide".

The decision making task so often placed upon the contracting officer, occurred no less than 286 times. To fulfill this requirement properly as often as it is bound to occur within the

contracting officer's world requires that he exercise maturity in dealing with the issues at hand. That he weigh all the facts as presented. That he incorporate a reasonable level of background knowledge from the appropriate discipline or background area (i.e. accounting, law) prior to reaching a conclusion. Once again we see a strong case for minimum levels of experience or education requirements among our acquisition work force, two primary ingredients to professionalism.

The contracting officer must resolve obstacles and make decisions. The categories of problems and the circumstances under which they may be settled greatly vary. Decision-making approaches should be tailor-made to be suitable for individual situations.

Programmed decisions are merely created by custom or routine procedure. Non-programmed decisions; however, are developed when new or atypical circumstances command the use of innovative thinking and logical consideration. [Ref. 18:p. 162] The need to make the latter type of decision was the type of behavior most often encountered by the researcher within the course of the study. The third most often encountered activity involving the contracting officer was the activity "Communicate." This did not

come as a surprise to the researcher. Given the function of the procurement process, to obtain goods and services for the organization (government or industry) at a fair and reasonable cost, it is no wonder that the individual responsible for guiding the contracting organization through it's stated mission will experience tremendous interface with the commercial sector. In light of such circumstances the FAR places great emphasis on the communicative tasks and requirements of the contracting officer. A maze of complexity surrounds the contracting officer when one considers his responsibility to offerors in creating a business environment in which all have an equal opportunity to participate in the procurement process. This being an environment governed by a multitude of complex procurement legislation designed to protect the government while still upholding the offeror's right to protest. The need to communicate with other players within the procurement process is a necessary corollary of this complex environment.

Impressive communication skills for the manager is extremely important. Communication is the mechanism by which the management functions of "planning, organizing, leading, and controlling," all of which are found within the procurement organization, is accomplished. [Ref. 19:pp. 1-21] Communication

provides the contracting officer with the means to perform his job responsibilities. Facts and details must be communicated to subordinate procurement personnel in order for them to plan and develop strategies. Organizing requires that managers communicate with workers regarding their occupational duties. Leading compels contracting officers to communicate with assigned staff so that organizational goals can be attained. Verbal, recorded, and increasingly, the electronic medium is an integral segment of managing and controlling. Contracting officers can conduct their supervisory responsibilities only by associating with and communicating to others. The communication mechanism is thus a cornerstone of the functional management taskings found within the procurement process. [Ref. 19:pp. 1-21]

The final two Berliner activities "Identifying Objects, Actions and Events," and "Searching for and Receiving Information," although appearing at the end of the hierarchy of activities (Table 3-3), are still deemed as important activities within the study of contracting officer tasks. Within the study the behavior "identify" was found to relate to the need for contracting officers to recognize the multitude of situations and circumstances under which a particular clause or representation would be appropriately invoked.

This requirement once again points to the previously discussed requirement that the contracting officer must possess an adequate working knowledge of the pertinent disciplines affecting the procurement process. Table 3-3 reveals a relatively low frequency of use for the activities "Identifying Objects, Actions, and Events," and "Searching for and Receiving Information" when contrasted with the other three Berliner activities. Minor percentages such as 7.03% and 5.97% for the respective activities "Identifying Objects, Actions and Events" and "Searching for and Receiving Information" pale in comparison to frequencies of usage such as 35.82%, 29.66%, and 21.52% for the other three activity areas. These low comparisons do not diminish their importance within the taxonomy. They merely do not play as heavy a role in the behavioral functions within the procurement process as the other areas. Fowler's study [Ref. 1] obtained similar findings as observed in Table 3-4.

D. OVERALL STRUCTURE OF CONTRACTING OFFICER TASKS

A breakdown of Procuring Contracting Officer (PCO), Administrative Contracting Officer (ACO), and Termination Contracting Officer (TCO) required tasks found within the FAR is

presented in Appendix B. The presentation, which is broken down by individual FAR parts, is separated into both implicit and explicit taskings. The tasks for each of the three types of contracting officers are separated into both those which are mandatory, and those which are discretionary in nature, or involve the use of judgement.

Tasks which permitted the contracting officer's use of judgement, or decision making capacities as to whether he was required to invoke the use of a particular clause were frequently found to during the study. Such tasks were classified as being discretionary in nature. An example of such includes:

> Except as specified in (a)(2) below, the contracting officer -
>
> (ii) May insert the clause in solicitations and contracts when a fixed-price contract is contemplated and the contract amount is not expected to exceed $500,000, if the contracting officer determines its use will be in the Government's interest. [Ref. 16:44.204-(a)(1)(ii)]

Note the conditional use of the clause in the event that the contract or solicitation meets certain conditions and that the contracting officer makes a subjective decision that the government's best interests will be served. A key indicator to the researcher as to whether a task was discretionary in nature, was

the common use of "lead off" words, such as the contracting officer "may," or "should," perform some act or accomplish some task.

Such discretionary tasks are in contrast with those requiring no judgement on the part of the contracting officer. The FAR quite often requires the contracting officer to perform a particular task regardless of his decision concerning the necessity for such a task. An example includes:

> The TCO shall, at the conclusion of negotiations, prepare a memorandum containing the principal elements of the settlement for inclusion in the termination case file and for use by reviewing authorities. [Ref. 16:49.110(a)]

There are no individual decision making efforts required of the contracting officer as to whether the task is to be carried out or not. He simply is required to ensure it's accomplishment. Such tasks were classified under the "mandatory" heading of the task classifications found in Appendix B.

The most frequently occurring mandatory taskings required of the contracting officer were found within FAR Part 52 pertaining to the required use of various clauses. Repeated references that if certain circumstances were found, then the use of a particular clause would be required made up the bulk of contracting officer involvement within FAR Part 52. An example includes:

> The contracting officer shall insert the clause at 52.222-3, Convict Labor, in solicitations and contracts when the contract is to be performed in any State, the District of Columbia, the Commonwealth of Puerto Rico . . . . [Ref.16:22.202]

Note that other than determining if the given circumstances apply, such taskings do not require the contracting officer to problem solve or decide upon the merits of using the clause. In fact, such taskings are merely rote in nature and merely require the contracting officer to act as a technician complying with what might easily be developed into a check off list. Although the FAR uses the word "contracting officer" in reality it is the 1102 negotiator or 1105 purchasing clerk that actively pursues such a check off list. The contracting officer; however, by virtue of his position of authority has overall responsibility for the contract. For that reason he is referenced within the FAR text as the individual responsible for performing the task. In all, the researcher found that there were a total of 2,939 mandatory and 1,025 discretionary contracting officer tasks within the study. Lead words such as, the contracting officer "shall," or "must," or "will" perform some particular task assisted the researcher in determining whether or not a particular task was mandatory in nature.

The study further divided contracting officer tasks within the FAR into both implicit and explicit tasks. This classification was combined with the previously discussed classification of discretionary and mandatory tasks to create the structural breakdown presented in Appendix B.

The definition of the adjective "implicit" as applied during the research phase of the study is, "Contained in the nature of someone or something but not readily apparent." " Understood but not readily apparent." [Ref. 20:p. 350] Analyzing the FAR from such a perspective required that the researcher review the passage from the viewpoint of the contracting officer, while maintaining surveillance of the entire context of the passage at hand. An example of an implicit tasking within the FAR can be found within the following:

> Documents and reports supporting a determination of responsibility or non-responsibility, including any pre-award survey reports and any applicable Certificate of Competency, must be included in the contract file. [Ref. 16:9.105-2(b)]

Note that the task is clear as to what is specifically expected of the individual performing the task. The FAR never clearly states that it is the contracting officer who must perform the task; however, it is clearly understood when reading the surrounding text that the passage is addressing requirements expected of him. In all,

contracting officer implicit tasks totalled 1,221 occurrences, or 30.8% of all specified tasks.

Similarly, the study reviewed those tasks that explicitly required contracting officer involvement or accomplishment. The definition of the adjective "explicit," as applied to the research effort, is "Clearly expressed or defined," "specific instructions." [Ref. 20:p. 244] One such example of an explicit task can be found in the FAR passage that reads:

> Contracting officers shall award contracts for subsistence only to those prospective contractors that meet the general standards in 9.104-1 and are approved in accordance with agency sanitation standards and procedures. [Ref.16:9.104-2(b)]

Note that the passage leaves no doubt as to who is tasked with ensuring that a contractor meets certain preset requirements prior to the awarding of a contract. Interestingly, the majority of contracting officer tasks reviewed within the study were explicit in nature. A total 2,743 of all contracting officer tasks reviewed were found to be explicit, representing 69.2% of all specified tasks within the FAR. Table 4-3 summarizes the researcher's findings regarding mandatory versus discretionary and explicit versus implicit tasks.

Interestingly, the researcher found that the majority of specified contracting officer tasks applied to the PCO function with

a frequency of 3,728 occurrences, or 94% of all specified tasks within the FAR. A review of the table of contents to the FAR reveals that the majority of it's text, or FAR Parts, deal with the intricacies associated with the planning, solicitation, negotiation, and award phases of contracts, hence the PCO's primary involvement.

TABLE 4-3

Summary of Contracting Officer's Tasks
Mandatory vs. Discretionary
Explicit vs. Implicit

	Mandatory		Discretionary		Totals	
Explicit	Freq. 2,062	% 70.2	Freq. 681	% 66.4	Freq. 2,743	% 69.2
Implicit	Freq. 877	% 29.8	Freq. 344	% 33.6	Freq. 1,221	% 30.8
Totals	Freq. 2,939	% 100	Freq. 1,025	% 100		

Source: Researcher's Analysis

With only FAR Part 42 dedicated to contract administration, and FAR Part 49 to the termination of contracts (plus occasional minor references elsewhere throughout the FAR), it is no wonder that the ACO function accounts for only 138 tasks or 3.5% of contracting officer taskings, with TCO tasks totaling 98 occurrences, or 2.5% of tasks. This finding by no means undercuts or reduces the importance of the roles of ACO or TCO, but merely serves to represent the proportion of assignments placed upon the respective contracting officer functions.

E. SUMMARY

This chapter began with a statistical break down of the findings of the research effort. A significant frequency dispersion of the Berliner behaviors was found to exist within the research results. Data trends and implications of the study's findings were interpreted by the researcher along with a discussion of their implications. Finally, the overall structure of contracting officer tasks was presented within the context of the study.

V. CONCLUSIONS AND RECOMMENDATIONS

A. RESTATEMENT OF OBJECTIVES

The purpose of this study was to adopt an appropriate all encompassing performance classification scheme and classify into it those procurement tasks mandated of the contracting officer within the Federal Acquisition Regulation. Such tasks, when quantified into a succinct, all enveloping behavioral task classification scheme, will result in the accurate, concise description of contracting officer functions in relevant terms. As a result of these efforts, greater enhancement of contracting as a professional science may be achieved thus overriding a possible misconception that the field is merely administrative in nature consisting of a conglomeration of regulations relating to contracting officer duties and responsibilities.

A review of current taxonomic literature was conducted in order to adopt an appropriate classification scheme. Initially the Berliner classification scheme was selected; however, the Fowler study [Ref. 1] pointed out numerous significant shortcomings of the Berliner taxonomy when applied to the 68 specific behaviors associated with the FAI/ACE II procurement study.

[Ref. 1:pp. 48-52] Fowler's modifications to the Berliner taxonomy resulted in a usable classification scheme which was adopted for use in this study.

In order to maintain consistency with previous research efforts in related procurement studies a three step approach was adopted from Fowler and modified for use in this study when classifying FAR tasks into the modified Berliner scheme. The approach consisted of: 1) matching identical Berliner behaviors with procurement tasks found within the FAR; 2) identifying and classifying procurement task behaviors which were objectively determined to be synonyms of Berliner behaviors using a thesaurus; 3) classifying remaining procurement tasks using the judgement of the researcher in accordance with the apparent "fit" of the task given the context in which it was presented. [Ref. 1:pp. 44-45]

The researcher found the majority of the contracting officer tasks within the FAR failed to identically match a specific Berliner behavior which is the most objective means of classifying tasks. The researcher additionally found that often procurement tasks could be placed in more than one single Berliner behavior. As a result, step three of the classification procedure was by far the

most frequently used step in the process which introduces a fair degree of subjectivity to the study.

The results of the research effort, Appendix A, were then statistically broken down from trends noted and a discussion of their implication followed. The research data were then used to develop a hierarchy of behavioral activities based upon FAR tasking which was then contrasted to a similar hierarchy developed from the FAI/ACE II study by Fowler [Ref. 1:p. 54] Additionally, an interpretation of these data was presented as it pertained to the initial research objectives.

B. CONCLUSIONS

Based on the findings of the study, the following conclusions can be drawn:

1. **The tasks mandated of the contracting officer within the FAR can be grouped within an appropriate classification scheme.**

The study reviewed all required tasks of the contracting officer from the perspective of being mandatory, discretionary, implicitly or explicitly presented and found that such tasks could be either directly placed into the adopted taxonomy or could, through the use of appropriate synonyms, be subjectively "fitted" into a suitable behavior within the taxonomy. Despite necessary subjectivity on

the part of the researcher when attempting to classify all tasks into a taxonomy behavior, the results of the study are consistent with the approximate results of previous research efforts at classifying a government task analysis study (FAI/ACE II) into the more rigid Berliner classification scheme [Ref. 1]. Given that the current research effort incorporated the more flexible modified Fowler version of the Berliner taxonomy, which lends itself more easily to the procurement process, inconsistencies between the two studies are more easily explained. Despite the subjectivity of the study results achieved, such a classification scheme is of value for further applications within the functional study of procurement task analysis.

2. The modified Fowler version of the Berliner classification scheme is an appropriate taxonomy for use in classifying procurement tasks.

The Berliner classification scheme, originally designed as a means of assessing performance, was deemed inadequate for application to the process oriented study of procurement. The modified Fowler taxonomy lends itself more easily towards application to a process.

Numerous routinely occurring action verbs used throughout the FAR, such as "negotiate," "develop," "release," "control," and

"open" could not be classified into the Berliner taxonomy using the classification procedures adopted within the study [Ref. 1:50]. By using the modified Fowler taxonomy, greater accuracy as well as ease of classification was afforded to the researcher when directly matching taxonomy behaviors to behaviors identified within the FAR text, thus reducing the degree of subjectivity found in the study.

3. **The procurement tasks of the contracting officer can be quantifiably recorded in a manner which clearly articulates the role of the contracting officer and identifies the skills required of the position.**

The research phase of this study resulted in the successful recording of all procurement tasks presented within the FAR, which was further quantified and grouped into a presentation of the major activities of the contracting officer. The presentation of the behavioral activities of the contracting officer served to validate as well as quantify primary contracting officer functions, something that most associate through the context of their own limited experiences in the field of procurement. The results of the study provide a practical foundation for those desiring to enhance current training programs for the GS-1102 series by more closely aligning areas of emphasis with the requirements of the FAR. Additionally, the study may serve to aid in the refinement of

GS-1102 series job descriptions thus providing participants with the parameters with which their functional skills may be measured.

4. **A significant number of procurement tasks presented in the FAR are implicit in nature, thus requiring the contracting officer to exercise to a large degree his decision making and judgmental skills.**

The results of the study revealed that implied procurement tasks represent 31%, or roughly one-third of all tasks the contracting officer is expected to perform in the performance of his duties. This finding is significant in that it points out that the functional position of "contracting officer" is a position that requires to a high degree, a sophisticated knowledge of procurement regulations in relation to the contracting officer's circumstances at hand. This fact is born out by the finding that the primary contracting activity after "Information Processing" is accounted for, is that of "Problem Solving" which to a large degree incorporates the behavior "decide". This behavior is drawn upon heavily by the contracting officer when resolving the frequently occurring issue of whether or not the execution of a behavioral task is required. This finding further adds to the position that the role of the contracting officer is professional in nature requiring the individual to rely heavily on both professional experience and formalized education in the

effective performance of his position. If the position of contracting officer were merely an administrative function, a simple matrix of procurement tasks or a check off list would suffice. Such methods do not account for the need to exercise sound business judgement, while simultaneously maintaining an awareness of the contextual requirements of both the FAR and other government regulations.

5. Contracting officer procurement tasks can be summarized to succinctly describe job responsibilities within the framework of an adopted taxonomy.

Through the use of an appropriate taxonomy the results of the study as they related to behavioral tasks were easily quantified which resulted in the development of a simple hierarchy of procurement activities. This hierarchy permitted the researcher to draw conclusions regarding the roles and responsibilities of the contracting officer based upon the researcher's own knowledge as well as current literature. Such conclusions were consistent with the previous research efforts and conclusions of Lawless [Ref. 21] and Fowler [Ref. 1] as they pertained to the field of procurement task analysis.

C. RECOMMENDATIONS

The following recommendations are submitted for consideration for further research. The efforts of this study along with these proposals would serve to further enhance the study of procurement as a science.

1. Apply an adopted procurement task classification scheme to the Department of Defense Federal Acquisition Regulation Supplement (DFARS) and other service/agency acquisition regulations.

The benefits outlined within the study that result from the study and use of taxonomy were many. Such benefits as job definition and analysis, personnel resource management, and assistance in the task of personnel selection were among many available to users of a task analysis taxonomy. These benefits can be more greatly realized in light of the often specific and unique tasks and requirements found within the DOD FAR Supplement and various service/agency regulations. These regulations act as supplements to the FAR and do not overrule or replace it. As such, the additional guidance and direction provided through these sources should not be overlooked if one wishes to define or comprehend the complete task structure of the contracting officer.

2. Develop and refine a comprehensive contracting officer functional task statement.

Generating a comprehensive, well defined contracting officer procurement task statement will provide individuals involved in the field of contracting greater insight and direction as to what their specific as well as generic functional tasks may be. Such a statement may then be further refined at the organizational level to give greater insight and guidance. The development of such a task statement may be difficult due to the broad range of differing functional requirements placed upon the contracting officer; however, it will serve as a useful foundation from which further efforts may evolve and mature. The development of a comprehensive contracting officer task statement will add further credibility to the concept of contracting as a science. Additionally, a task statement may be further broken down to encompass the specific responsibilities associated with the Procuring Contracting Officer, the Administrative Contracting Officer, and the Termination Contracting Officer.

3. **Develop a comprehensive contracting officer training curriculum which will provide the individual with a thorough understanding of Federally mandated contracting officer procurement tasks.**

The generation of a comprehensive training curriculum is a natural off-shoot of the use of a taxonomy, particularly when applied to the study of procurement tasks. Such a curriculum will provide the participant with an understanding of what is actually required of the contracting officer by the FAR, which carries the force and effect of law, vice what agencies or organizations may mandate. Additionally, the use of such a curriculum will better serve the profession of procurement by offering standardization and structure to already existing training programs.

4. **Develop an objective performance measurement standard for contracting personnel.**

A valid measurement system can be generated once a knowledge is gained by evaluators of what specific tasks comprise the functional area being evaluated. In order to objectively appraise the performance of individuals in a like manner, a basis of measurement or a standard must be established. To many the perception of what a contracting officer does in the performance of his duties is directly influenced by their past experiences, and their operational environment. Such performance measurement

criterion offers the evaluator a set of standards. One of the uses of a taxonomy, as pointed out within the study, is to aid in the understanding of what behavioral tasks make up a particular discipline. Such an understanding is vital if one is to rate individuals in an objective manner. Additionally, such performance standards may provide analysts with data showing the correlation between the intensified performance and the intervention of outside factors to the contracting officer's environment (ie, introduction of automated data processing equipment into the work place, or increased organizational manning levels). For these reasons, the employment of an acceptable taxonomy of human performance will provide aid to those desiring to develop a comprehensive performance measurement system.

D. SUMMARY

This chapter commenced with a review of the research objectives established at the outset of the study. A brief examination of the criteria used during the classification phase of the study was presented. Major conclusions along with recommendations that would further add to the professionalism of the contracting officer were presented.

This study represents the continuing effort of previous research work within the field of behavioral task analysis, more specifically, within the discipline of procurement. Every effort was made during the research phase for the current study to stand on its own merits and thus avoid any subjective reliance on the results or conclusions of others. The primary weakness encountered during the study was the researcher's often unavoidable use of individual judgement when applying the taxonomy to the FAR. This does not; however, preclude the values associated with the application of a taxonomy to both applied and pragmatic fields of behavioral studies.

The results of this analysis combined with the related work of others may add to the body of knowledge within contracting resulting in both the advancement of professionalism among its participants and a greater understanding of the discipline as a whole.

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APPENDIX A

CLASSIFICATION OF FEDERAL ACQUISITION REGULATION TASKS

The following procurement tasks were recorded from the Federal Acquisition Regulation and classified into the Berliner classification scheme as modified by Fowler [Ref. 1].

Berliner activities are abbreviated using the following codes:

S - Searching for and Receiving Information
I - Identifying Objects, Actions, and Events
P - Information Processing
D - Problem Solving and Decision Making
C - Communicating

Source: Researcher's Analysis

PARA	BEHAVIOR	ACTIVITY	EXPL/ IMPL	STATEMENT	REQUIREMENT
FAR PART I					
602-1(a)	Execute	D	E	SHALL	receive from the appointing authority
602-(1)(b)	Review	S	E	SHALL	ensure that all requirements
602-2(a)	Screen	I	E	SHALL	ensure the requirements of 1.602-(1)(b)
602-2(b)	Screen	I	E	SHALL	ensure contractors receive
606-2(c)	Ask For	C	E	SHALL	request and consider
602-3(c)(4)	Direct	C	E		determine the price fair
602-3(c)(5)	Direct	C	E		recommends payment
703-(c)	Screen	P	E	SHALL	ensure that individual actions
PART 2					
201					MC, 52.201-1
PART 3					
102-2					MC, 52.203-1
103-1					MC, 52.203-2
103-2(b)(3)	Inform	C	E	SHALL	report the situation
202					MC, 52.203-3
204-(c)	Solve	D	I		determines a violation occurred

PARA	BEHAVIOR	ACTIVITY	EXPL/ IMPL	STATEMENT	REQUIREMENT
204-(c)(1)	Execute	D	I	MAY	terminate the contractors right
204-(c)(2)	Execute	D	I	MAY	initiate disbarment
204-(c)(3)	Execute	D	I	MAY	assess exemplary damage
404-(c)					MC, 52.203-5
405-(b)	Search	S	E	SHALL	review each prospective
405-(b)(1)	Search	S	E		ensure the prospective contractor
405-(b)(2)	Decide	D	E		afford the prospective KJR another opportunity
405-(b)(3)	Decide	D	E		reject the offer
405-(b)(4)	Decide	D	E		proceed with the contractual action
405-(b)(5)	Receive	S	E		serve a completed SF119
406	Decide	D	E	MAY	award sealed bid contracts before
	Decide	D	I	MAY	not be awarded before receipt
408-1(a)	Solve	D	E	SHALL	evaluate the SF119
408-2(a)	Decide	D	E		decides there is a reasonable basis
408-2(b)(1)	Identify	I	E	SHALL	compare the employment arrangement
408-2(b)(2)	Solve	D	E	SHALL	consider the criteria in subparagraphs (c)(1),(2)
408-2(b)(3)	Solve	D	E	SHALL	consider the continuity of employment
408-2(c)	Solve	D	E	MUST	evaluate each arrangement
501-2(a)	Search	S	E	MUST	take appropriate action to ensure buyin-in
501-2(b)	Search	S	I	SHOULD	seeking a price commitment
501-2(d)(1)	Execute	D	E	MAY	offset the amount of a kickback
501-2(d)(2)	Direct	C	E	MAY	direct a prime contractor

PARA	BEHAVIOR	ACTIVITY	EXPL/ IMPL	STATEMENT	REQUIREMENT
502-3					MC, 52.203-7
503-2			I		MC, 52.203-6
601	Decide	D	E	SHALL NOT	knowingly award a contract
603	Receive	S	E	SHALL	obtain an authorization under
PART 4					
401-(a)	Direct	C	E	SHALL	signs contracts on behalf
	Direct	C	E	NORMALLY	signs the contract after
	Search	S	E	SHALL	ensure that the signer(s) have
102-(b)	Receive	S	E	SHALL	obtain a list of all
102-(c)	Search	S	E	SHALL	ensure that the person signing
102-(d)	Receive	S	E	SHALL	obtain from the corporation
103					MC, 52.204-1
201	Process	I	E	SHALL	distribute copies of contracts
201-(a)	Process	I	E	SHALL	distribute simultaneously one signed
201-(b)(1)	Process	I	E	SHALL	provide to that office one copy
201-(b)(2)	Process	I	E	SHALL	provide to that office a copy
201-(c)	Process	I	E	SHALL	distribute one copy
201-(d)	Process	I	E	SHALL	provide one copy of the contract
201-(e)	Process	I	E	SHALL	provide one copy of each contract

PARA	BEHAVIOR	ACTIVITY	EXPL/ IMPL	STATEMENT	REQUIREMENT
201-(f)	Process	I	E	SHALL	provide copies of contracts
403-(a)	Search	S	E	SHALL	review all proposed solicitations
403-(a)(1)(i)	Decide	D	E	SHALL	determine if the agency is covered
403-(a)(1)(ii)	Use	D	E	SHALL	follow that agency's procedures...
403-(a)(2)	Use	D	E	SHALL	follow agency procedures...
403-(b)(1)	Search	S	E	SHALL	ensure that the classified acquisition
403-(b)(2)	Process	P	E	SHALL	include an appropriate security clause requirement
403-(c)	Inform	C	E	SHALL	inform contractors
404-(a)					MC, 52.204-2
404-(d)	Use	D	E	SHALL	use the agency prescribed clause
804-(b)	Use	D	E	SHALL	use the closeout procedures at . . .
804-(2)(b)	Screen	I	E	SHALL	ensure that all contracted actions
904					MC, 52.204-3
PART 5					
002	Inform	C	E	SHALL	publicize contract actions in order to
101-(a)	Inform	C	E	SHALL	disseminate information on proposal
101-(a)(2)(iii)	Inform	C	E	SHALL	post solicitations expected to exceed
101-(b)(4)(i)	Inform	C	E	SHALL	place paid advertisements of proposed
102-(a)(1)	After	P	E	SHALL	maintain a reasonable number of copies
102-(a)(2)	Inform	C	E	SHALL	provide copies of a limited

PARA	BEHAVIOR	ACTIVITY	EXPL/ IMPL	STATEMENT	REQUIREMENT
102-(a)(3)	Inform	C	E	SHALL	provide copies on a "first come, first served"
102-(a)(4)	Inform	C	E	SHALL	provide upon request
102-(a)(5)	Process	I	E	SHALL	retain a copy of the solicitation
202-(a)	Decide	D	E		the contracting office determines that
203-(f)	Solve	D	E	MAY	presume that notice has been
203-(f)	Solve	D	E	SHOULD	consider whether the date for receipt
204	Inform	C	E	SHALL	publicize presolicitation notes
205-(a)	Inform	C	E	MAY	publish in the CBD
205-(a)	Inform	C	E	SHALL	synopsize all subsequent solicitations
205-(b)	Process	P	E	SHALL	prepare general announcements
205-(c)	Inform	C	E	SHALL	publish notices of intent to contract
205-(d)	Decide	D	E	SHALL	not arrive at a conclusion
206-(a)	Inform	C	E	SHALL	publish in the CBD the names
206-(a)(1)	Inform	C	E	SHALL	indicate in the synopsis the firms
206-(a)(2)	Inform	C	E	SHALL	indicate in the synopsis those firms
206-(b)	Direct	C	E	SHALL	encourage prime contractors
207-(a)	Process	P	E	SHALL	transmit synopses of actions identified
207-(b)	Process	P	E	SHALL	prepare the synopsis in the following style. . .
207-(e)(1)	Write	P	E	SHOULD	incorporate the content of the note(s)
207-(f)	Identify	I	E	SHOULD	identify the following unusual. . .
207-(g)(1)	Process	P	E	SHALL	use the following classification codes
301-(a)	Inform	C	E	SHALL	synopsize in the Commerce Business Daily

PARA	BEHAVIOR ACTIVITY		EXPL/ IMPL	STATEMENT REQUIREMENT	
302-(a)	Inform	C	E	SHALL	transmit synopsis of contract awards
302-(b)	Process	P	E	SHALL	complete synopsis format items
303	Inform	C	E	SHALL	make information available on awards
401	Search	S	E	SHALL	ensure that the information is not publicized
401-(b)	Inform	C	E	MAY	make available maximum information. . .
402	Process	P	E	SHALL	process requests for specific information
403-(a)	Inform	C	E	SHALL	give Members of Congress, upon their request . . .
403-(b)	Inform	C	E	SHALL	place any members of a Committee or Sub-Committee
405-(b)	Ask For	C	E	SHALL	request the contractor to furnish information
502	Receive	S	E	SHALL	obtain written authorization
503-(a)	Advise	C	E	SHALL	give small and disadvantaged business concerns
502-(c)(1)(i)	Process	P	E	SHALL	use Standard Form 26, Award/Contract
503-(c)(1)(ii)	Process	P	E	SHALL	use Optional Form 347 Supplies/Services
503-(c)(2)	Process	P	E	SHOULD	use Optional Form 347
503-(e)	Process	P	E	SHALL	attach a copy of the written authority
PART 6					
101-(b)	Pursue	I	E	SHALL	provide for full and open competition
101-(b)	Use	D	E	MUST	use good judgement in selecting
102-(b)	Ask For	C	E	SHALL	request competitive proposals
203-(a)	Decide	D	E	MAY	set aside solicitations

PARA	BEHAVIOR	ACTIVITY	EXPL/ IMPL	STATEMENT	REQUIREMENT
301-(b)	Use	D	E	SHALL	use the U.S. Code citation applicable
301-(d)	Ask For	C	E	SHALL	solicit offers from as many potential sources
301-(e)	Use	D	E	SHALL	the contracting procedures prescribed
303-(A)(1)	Answer	C	E		justifies the use of such action in writing
303-(A)(2)	Advise	C	E		certifies the accuracy
303-(A)(3)	Receive	S	E		obtains the approval required by 6.304
303-(c)	Search	S	E	MUST	ensure that each contracting action taken
305	Screen	I	E	SHALL	carefully screen all justifications
401	Use	D	E		exercise good judgement
401	Answer	C	E	SHALL	briefly explain in writing
401-(a)	Ask For	C	E	SHALL	solicit sealed bids if. . .
401-(b)(1)	Ask For	C	E	MAY	request competitive proposals
PART 7					
106-(C)	Solve	D	E	SHALL	consider them in evaluating competing offers
203					NM, 52.207-4
204-(b)	Talk	C	E	SHALL	consult with the inventory manager
301	Solve	D	I	SHALL	in comparing the costs of government
302-(a)(1)	Write	P	I	SHALL	prepare an estimate of the cost of government
302-(a)(2)	Solve	D	I	SHALL	compare the total cost of government performance
303-(a)	Identify	I	E	SHALL	assist in identifying private sources

PARA	BEHAVIOR	ACTIVITY	EXPL/ IMPL	STATEMENT	REQUIREMENT
303-(b)(1)-(b)	Ask For	C	E	SHALL	assist in synopsizing, requesting assistance
304-(c)	Inform	C	E	SHALL	issue a solicitation based on the work statement
305-(a)					MC, 52.207-1
305-(b)					MC, 52.207-2
305-(c)					MC, 52.207-3
306	Receives	S	E		receives the cost estimate
306-(a)(i)	Process	P	E	SHALL	open the sealed envelope
306-(a)(ii)	Write	P	E	SHALL	enter on the cost comparison form
306-(a)(iii)	Answer	C	E	SHALL	announce the result
306-(a)(iv)	Talk	C	E	SHALL	state that no final result
306-(a)(v)	Inform	C	E	SHALL	make available
306-(a)(2)	Inform	C	E	SHALL	provide the price of the loan
306-(a)(4)	Inform	C	E	SHALL	make the completed and approved
306-(b)	Receive	S	E	SHALL	receive proposals, evaluate them
306-(b)	Process	P	E	SHALL	open the sealed estimate
306-(b)(1)	Decide	D	E	SHALL	award a contract
306-(b)(1)(i)	Advise	C	E	SHALL	notify interested parties
306-(b)(1)(ii)	Inform	C	E	SHALL	announce the contractor's name
306-(b)(1)(iv)	Advise	C	E	SHALL	advise interested parties
306-(b)(2)(i)	Advise	C	E	SHALL	notify interested parties
306-(b)(2)(ii)	Inform	C	E	SHALL	inform interested parties
306-(b)(2)(iii)	Advise	C	E	SHALL	announce the price of the offer

PARA	BEHAVIOR	ACTIVITY	EXPL/ IMPL	STATEMENT	REQUIREMENT
306-(b)(3)	Advise	C	E	SHALL	give the contractor notice
306(b)(3)	Decide	D	E	SHALL	cancel the solicitation or award
PART 8					
203-(1)(a)					MC, 52.208-1
203-(1)(c)					MC, 52.208-1
203-(2)(a)	Receive	S	E	MUST	obtain the certificate before award
203-(2)(b)	Write	P	E	SHALL	annotate any affirmative certificate
203-(2)(b)	Inform	C	E	SHALL	forward one copy of the certificate
203-(3)(a)	Direct	C	E	MAY	require the plant to accept the order
203-3(b)	Solve	D	E	SHALL	evaluate the impact of the rejection
304-5(c)	Decide	D	E	SHALL	determine the appropriate contracting method
304-5(d)	Decide	D	E	SHALL	determine if more than one supplier
304-5(d)	Ask For	C	E	SHALL	solicit sealed bids
304-5(e)	Receive	S	E	SHALL	acquire utility services by bilateral
304-5(e)(5)	Solve	D	E		determines that a written bilateral agreement
304-5(f)	Receive	S	E	MAY	acquire utility services by purchase
304-5(h)	Write	P	E	MAY	use the commercial forms and clauses
304-5(h)	Process	P	E	SHALL	also comply with the requirements of 8.309
309-(a)					MC, 52.208-3
309-(b)	Write	P	E	SHALL	insert in solicitations and contracts

PARA	BEHAVIOR	ACTIVITY	EXPL/ IMPL	STATEMENT	REQUIREMENT
405-5(b)	Decide	D	E	MAY	terminate for default any or all items
604-(a)	Execute	D	E	SHALL	order less-than-car load lots
604-(b)	Write	P	E	SHALL	prepare orders to FPI using the procedures
604-(c)	Solve	D	E		believe that the FPI price exceeds the market
706-(d)(1)	Execute	D	E	SHALL	initiate purchase action
706-(d)(2)	Inform	C	E	SHALL	provide a copy
1103	Alter	P	E	SHALL	include the following items in contracts
1103-(e)					MC, 52.208-4, MC, 52.208-5, MC, 52.208-6, MC, 52.208-7
PART 9					
103-(b)	Decide	D	E	SHALL	make a determination of non-response
			E	SHALL	develop with the assistance
104-2(b)	Execute	D	E	SHALL	award contracts for subsistence only to those
104-3(c)	Solve	D	E	SHALL	consider the number of contracts
104-3(d)	Solve	D	E	SHALL	consider the affiliate's past
105-1(a)	Receive	S	E	SHALL	possess or obtain information
105-1(b)(1)	Receive	S	E	SHALL	obtain information regarding the responsibility
105-1(c)	Process	P	E	SHOULD	use the following sources of information
105-2(a)	Process	P	E	SHALL	make, sign, and place in the contract file
105-2(a)(2)	Pursue	I	E	SHALL	comply with the procedures in Subpart 19.6
105-2(b)	Process	P	I	MUST	be included in the contract file

PARA	BEHAVIOR	ACTIVITY	EXPL/ IMPL	STATEMENT	REQUIREMENT
105-3(b)	Talk	C	E	MAY	discuss preaward survey information
206-1(c)	Solve	D	E		consider only those offers identified
206-1(d)	Execute	D	E	MUST	ensure that all such components
206-1(e)(1)	Advise	C	E	SHALL	advise potential customers
206-1(e)(2)	Inform	C	E	SHALL	distribute solicitations to prospectives
206-1(e)(3)	Ask For	C	E	SHALL	request in accordance with agency
206-1(e)(4)	Inform	C	E	SHALL	forward requests
206-1(e)(5)	Execute	D	E	SHALL	allow the maximum time
206-1(e)(5)	Use	D	E	SHALL	comply with the time frames specified
206-2					MC, 52.209-1
206-3(a)	Solve	D	E	SHALL	review the applicable QPL, QML, QBL
206-3(a)	Ask for	C	E	SHALL	request the agency activity
206-3(b)	Inform	C	E	SHALL	submit to the agency activity
207-(a)	Inform	C	E	SHALL	promptly report to the agency activity
302	Decide	D	E	SHALL	consider the
305	Inform	C	E	SHALL	provide sufficient time
307-b	Direct	C	E	SHALL	notify the contractor of the action taken
308-1(a)(1)					MC, 52.209-3
308-1(b)(1)					MC, 52.209-4
308-2(b)(2)					MC, 52.209-4
308-2(b)(3)					MC, 52.209-4
504-(b)	Receive	S	E	SHOULD	obtain the advice of counsel

PARA	BEHAVIOR	ACTIVITY	EXPL/ IMPL	STATEMENT	REQUIREMENT
504-(c)	Direct	C	E	SHALL	recommend to the head of the contracting agency
504-(d)	Write	P	I	NEED BE	formally documented only where
507-(a)	Inform	Q	E	SHALL	submit for approval
507-(c)(1)	Alter	P	E	SHALL	include the approval provision
507-(c)(2)	Solve	D	E	SHALL	consider additional information
507-(c)(3)	Decide	D	E	SHALL	resolve the potential conflict
507-(c)(4)	Inform	C	E	SHALL	provide the decision and the contractor's position
508-2(a)	Write	P	E	SHALL	include the clause in the contract
702-(c)	Search	S	E	SHALL	verify its approval status with the SBA
702-(f)	Direct	C	E	SHALL	require each pool member participating
702-(f)	Process	P	E	SHALL	attach a copy of each power of attorney
703-(a)	Decide	D	E	SHALL	not consider an independent offer
703-(b)	Solve	D	E	SHALL	consider the pool agreement
PART 10					
002-(a)(3)	Alter	P	I	SHALL	include specifications and purchase descriptions
004-(b)(1)	Alter	P	I	MAY	use a purchase description subject to
005-(b)	Solve	D	I		determines in accordance with its established procedure
008-(a)	Identify	I	I	SHALL	identify each specification's approval date
008-(g)	Alter	I	I	SHALL	furnish with the solicitation
009-(c)	Solve	D	I	SHALL	consider user critiques and take appropriate

PARA	BEHAVIOR	ACTIVITY	EXPL/ IMPL	STATEMENT	REQUIREMENT
010-(b)	Solve	D	E	SHALL	consider the following when determining
010-(c)	Solve	D	E	SHALL	ensure that the price paid
011-(a)					MC, 52.210-1
011-(b)					MC, 52.210-2
011-(d)					MC, 52.210-4
011-(c)					MC, 52.210-3
011-(e)(1)					MC, 52.210-5
011-(e)(2)	Process	P	E	MAY	insert the clause in solicitations and contracts
011-(f)(1)					MC, 52.210-6
011-(f)(2)	Process	P	E	MAY	insert the provisions in solicitations
011-(g)(1)					MC, 52.210-7
011-(g)(2)	Process	P	E	MAY	insert the clause in solicitations
PART 11					
007	Solve	P	I	SHOULD	be considered for use in conjunction with commercial purchases
PART 12					
101-(a)	Execute	D	E	SHALL	ensure the delivery schedules or performance schedules
102-(a)	Solve	P	I	SHALL	consideration shall be given to applicable factors
102-(b)	Solve	P	E	SHALL	consider applicable factors

PARA	BEHAVIOR	ACTIVITY	EXPL/ IMPL	STATEMENT REQUIREMENT	
102-(b)(6)	Solve	P	I	MUST	be evaluated with respect to
103-(a)	Identify	I	E	MAY	express contract delivery or performance in terms of
103-(c)	Inform	C	E	SHALL	mail or otherwise furnish to the customer
103-(d)	Inform	C	E	SHALL	send the contract
103-(e)	Solve	D	E	SHALL	evaluate the bid
104-(a)	Write	P	E	MAY	use a time of delivery clause
104-(a)(2)					NM, 52.212-1
104-(a)(2)					NM, 52.212-1, Alternate I
104-(a)(2)					NM, 52.212-1, Alternate II
104-(a)(2)					NM, 52.212-1, Alternate III
104-(a)(3)					NM, 52.212-2
104-(a)(3)					NM, 52.212-2, Alternate I
104-(a)(3)					NM, 52.212-2, Alternate II
104-(a)(3)					NM, 52.212.2, Alternate III
104-(b)					MC, 52.212-3
104-(b)					NM, 52.212-3, Alternate I
202-(a)	Solve	D	E	SHOULD	consider the probable effect on such matters
202-(c)	Execute	D	E	SHALL	take all reasonable steps
202-(e)	Execute	D	E	SHOULD	take appropriate action expeditiously to obtain
204-(a)					NM, 52.212-4
204-(b)					NM, 52.212-5
204-(b)					NM, 52.212-5, Alternate I

PARA	BEHAVIOR	ACTIVITY	EXPL/ IMPL	STATEMENT REQUIREMENT	
204-(c)					NM, 52.292-6
303-(d)	Inform	C	E	SHOULD	provide guidance on the DPAS
303-(f)	Pursue	I	E	SHALL	follow agency procedural instructions
303-(g)	Ask For	C	E	SHALL	promptly seek special priorities
303-(h)	Advise	C	E	SHALL	report promptly any violations
304-(a)					MC, 52.212-7
304-(b)					MC, 52.212-8
401-(c)	Process	P	I	MAY	include the clause at 52.212-10
402	Receive	S	E	MUST	receive the request in writing
403-(a)					MC, 52.212-9
403-(b)					NM, 52.210-10
403-(c)					MC, 52.210-11
504-(c)	Execute	D	E	SHALL	act to end the delay
504-(d)	Alter	P	E	SHALL	retain in the file a record of all negotiations
505-(a)					MC, 52.212-12
505-(b)(1)					NM, 52.212-13
505-(b)(2)					MC, 52.212-13, Alternate I
505-(c)					MC, 52.212-14
505-(d)					MC, 52.212-15

PARA	BEHAVIOR	ACTIVITY	EXPL/ IMPL	STATEMENT	REQUIREMENT
PART 13					
104-(a)	Use	D	E	SHALL	use the small purchase procedure
104-(a)	Use	D	E	MAY	use the procedure in this part
104-(g)	Execute	D	E	SHALL	proceed in accordance with 5.203
105-(d)(3)	Decide	D	E	SHALL	make an award to that concern
105-(d)(4)	Solve	D	E	SHALL	ascertain the availability of small business
105-(d)(5)	Write	P	E	SHALL	document in the file the reason
106-(a)	Execute	D	I	MAY	purchases not exceeding this limit may be made
106-(b)	Ask For	C	I	SHALL	solicit quotations from a reasonable number
106-(b)(3)	Execute	D	I	SHALL	not limit solicitations
106-(b)(8)	Advise	C	I	SHOULD	inform the requiring activity
106-(c)	Receive	S	I	SHOULD	gain as much knowledge as practicable
107-(a)(4)	Ask For	C	I	MAY	request quotations
107-(b)	Execute	D	I	SHALL	make every effort to obtain trade
107-(c)	Solve	D	I	SHALL	evaluate quotations
107-(d)	Use	D	I	SHALL	comply with economic purchase quantity
107-(d)	Use	D	I	SHALL	comply with 7.203 & 7.204
107-(d)	Ask For	C	E	SHALL	orally report
108-(a)	Write	P	I		issuance by the government of an order
108-(b)	Ask For	C	E	MAY	request the supplier
203-1(j)(5)	Inform	C	E	SHALL	be furnished to the supplier

PARA	BEHAVIOR	ACTIVITY	EXPL/ IMPL	STATEMENT	REQUIREMENT
203-2(a)	Alter	P	E	SHALL	insert in each BPA the clauses prescribed
205-(a)	Solve	D	E	SHALL	review a sufficient random sample
205-(b)(1)	Execute	D	E	SHALL	ensure that each BPA
205-(b)(2)	Solve	D	E	SHALL	maintain awareness of changes
305					MC, 52.213-1
502-(c)	Solve	D	E	SHALL	review the invoice price
502-(c)	Process	P	E		process the invoice for payment
503-(a)	Ask For	C	E	SHALL	require written acceptance
504-(a)	Process	P	E	SHALL	process the termination action
504-(b)	Advise	C	E	SHALL	notify the contractor in writing
504-(b)(2)	Process	P	E	SHALL	process the termination action
507-(c)					MC, 52.213-2
507-(d)					MC, 52.213-3
PART 14					
201-1(a)	Process	P	E	SHALL	prepare invitations for bids and contracts
201-1(c)	Alter	P	E	SHOULD	so mark that section in the solicitation
201-1(c)	Alter	P	E	SHALL	retain it in the contract file
201-2	Process	P	E	SHALL	prepare the Schedule as follows:
201-2(a)(1)	Process	P	I	SHALL	prepare the invitation for bids
201-2(a)(2)	Alter	P	I	SHALL	include the following on the first page

PARA	BEHAVIOR	ACTIVITY	EXPL/ IMPL	STATEMENT	REQUIREMENT
201-2(b)	Alter	P	I	SHALL	include a brief description
201-2(c)	Alter	P	I	SHALL	include any description
201-2(d)	Inform	C	I	SHALL	provide preservation and working requirements
201-2(e)	Alter	C	I	SHALL	include inspection, acceptance, quality assurance
201-2(f)	Alter	C	I	SHALL	specify the requirements for time
201-2(g)	Alter	C	I	SHALL	include any required accounting and appropriate data
201-2(g)	Alter	C	I	SHALL	include a clear statement
201-3	Alter	P	E	SHALL	include in this section the clauses
201-4	Write	P	E	SHALL	list the title, date, and number of pages
201-5	Process	P	E	SHALL	prepare the representations and instructions
201-5(a)	Alter	P	I	SHALL	include in this section
201-5(b)	Alter	P	I	SHALL	insert in this section
201-5(c)	Identify	I	I	SHALL	identify the price related factors
201-6(b)					MC, 52.214-1, MC, 52.214-2, MC, 52.214-3, MC 52.214-4
201-6(c)	Alter	P	E	SHALL	insert the following provisions
201-6(d)					MC, 52.214-8
201-6(e)(1)					MC, 52.214-9
201-6(e)(2)					MC, 52.214-10
201-6(f)					MC, 52.214-12
201-6(g)(1)					MC, 52.214-13
201-6(g)(2)					MC, 52.214-13, Alternate I
201-6(h)					MC, 52.214-14

PARA	BEHAVIOR	ACTIVITY	IMPL	EXPL/ STATEMENT	REQUIREMENT
201-6(h)(i)					MC, 52.214-15
201-6(j)					MC, 52.214-16
201-6(k)					MC, 52.214-17
201-6(l)					MC, 52.214-18
201-6(m)					MC, 52.214-19
201-6(o)(1)					MC, 52.214-20
201-6(p)(1)					MC, 52.214-21
201-6(q)					MC, 52.214-22
201-6(r)					MC, 52.214-23
201-6(s)					MC, 52.214-24
201-6(t)					MC, 52.214-25
201-7(a)					MC, 52.214-26
201-7(b)(1)					MC, 52.214-27
201-7(c)(1)					MC, 52.214-28
201-7(d)					MC, 52.214-29
201-8(c)	Use	D	E	SHALL	assume, for the purpose of making
202-5(e)(1)(iii)	Solve	D	E		determines that the product offered
204-(a)	Solve	D	E	SHALL	review and utilize the information
205-2(a)	Ask For	C	E	SHOULD	request an explanation from the concerns
205-2(c)	Advise	C	E	MAY	send presolicitation notices
212	Execute	D	E	SHALL	comply with the economic purchase quantity
402-3(c)	Execute	D	E	MAY	proceed with the bid opening

PARA	BEHAVIOR	ACTIVITY	EXPL/ IMPL	STATEMENT	REQUIREMENT
404-1(c)	Decide	D	E	MAY	be cancelled and all bids rejected
404-1(d)	Ask For	C	I	SHOULD	be requested
404-1(e)(1)	Execute	D	E	SHALL	proceed in accordance with 15.103
404-2(k)	Decide	D	E	SHALL	reject the bid
404-3	Advise	C	E	SHALL	notify each bidder
405	Execute	D	E	SHALL	give the bidder the opportunity to cure any deficiency
406-1	Screen	I	E	SHALL	examine all bids for mistakes
406-2(a)	Receive	S	E	SHALL	obtain from the bidder a verification of the bid
406-3(g)(1)	Ask For	C	E	SHALL	request the bidder to verify the bid
406-3(g)(2)	Solve	D	E	SHALL	consider the bid as originally submitted
406-3(g)(2)	Ask For	C	E	SHALL	request all bidders
406-3(g)(2)	Inform	C	E	SHALL	the bidder to make a written request
406-3(g)(3)	Process	P	E	SHALL	refer the case to the appropriate authority
406-3(g)(4)	Process	P	E	MAY	refer the case by telegraph or telephone
406-3(g)(5)	Decide	D	E	SHALL	consider the bid as submitted
406-4(e)(1)	Ask For	C	E	SHALL	request the contractor to support the alleged mistake
407-1(a)	Decide	D	E	SHALL	make a contract award
407-1(b)	Solve	D	E	SHALL	examine the situation to ascertain
407-1(b)	Execute	D	E	SHALL	initiate, if appropriate, corrective action
407-2	Solve	D	E	SHALL	determine that a prospective contractor
407-4(a)(2)	Ask For	C	E	SHALL	request the bidder to agree to
407-6(c)	Alter	P	E	SHALL	include a written agreement

PARA	BEHAVIOR	ACTIVITY	EXPL/ IMPL	STATEMENT	REQUIREMENT
407-7	Write	P	E	SHALL	document compliance with 14.103-2
408-1(a)(1)(i)	Advise	C	E	SHALL	notify unsuccessful bidders promptly
408-1(a)(1)(ii)	Talk	C	E	SHALL	extend appreciation for the interest
408-1(a)(1)(iii)	Talk	C	E	SHALL	state the reason
408-1(c)	Process	P	E	SHALL	provide the unsuccessful bidders with the name
408-1(c)	Receive	S	I		when a request is received
408-1(c)	Inform	C	E	SHOULD	make every effort to furnish the names
408-1(c)	Advise	C	I	WILL	advised where a copy of the abstract
408-2	Advise	C	E	SHALL	advise the unsuccessful bidders
503-1(c)(1)	Process	P	E	SHALL	safeguard proposals against disclosure
503-1(c)(2)	Process	P	E	SHALL	accept and handle data
503-1(c)(3)	Alter	P	E	SHALL	remove any reference to price
503-1(d)	Execute	D	E	SHALL	establish a time period for evaluating
503-(e)(2)	Decide	D	I	SHALL	shall be considered nonresponsive
503-(f)(1)	Execute	D	E	MAY	proceed directly with step two if
503-(f)(1)	Ask For	C	E	SHALL	request bidders whose proposals
503-(f)(1)	Identify	I	E	SHALL	identify the nature of deficiencies
503-(f)(1)	Execute	D	E	MAY	arrange discussions
503-(f)(2)	Decide	D	E	SHALL	fix an appropriate time for bidders
503-(g)	Advise	C	E	SHALL	promptly notify the offeror
503-(g)	Answer	C	E	SHALL	debrief unsuccessful offerers

PARA	BEHAVIOR	ACTIVITY	EXPL/ IMPL	STATEMENT	REQUIREMENT
PART 15					
103	Talk	C	E	MAY	negotiate without issuing a new solicitation
106-1(b)					MC, 52.215-1
106-2(b)					MC, 52.215-2
106-2(b)					MC, 52.215-2, Alternate I
402-(a)	Write	P	E	SHALL	issue written solicitation
402-(b)	Inform	C	E	SHALL	furnish identical information
402-(c)	Ask For	C	E	SHALL	solicit proposals or quotations
402-(d)	Inform	C	E	SHOULD	issue RFP's when they consider it reasonable
402-(h)	Decides	D	E		determines that more than one source
402-(h)	Ask For	C	E	SHALL	solicit offers with competitive procedures
402-(h)	Execute	D	E	SHALL	proceed in accordance with 5.203
404-(b)	Process	P	E	SHALL	prepare and issue the notice to potential
404-(b)(4)	Inform	C	E	SHALL	furnish copies of the solicitation
404-(c)(2)(i)	Advise	C	E	SHALL	advise all organizations
404-(c)(2)(ii)	Direct	C	E	SHALL	conduct the conference
404-(c)(2)(iii)	Inform	C	E	SHALL	furnish copies of the solicitation
405-1	Write	P	E	MAY	determine in writing
405-2					MC, 52.215-3
406-1(a)	Process	P	E	SHALL	prepare solicitations
406-1(b)	Alter	P	E	SHALL	retain in their contract file

PARA	BEHAVIOR	ACTIVITY	EXPL/ IMPL	STATEMENT	REQUIREMENT
406-2	Process	P	E	SHALL	prepare the contract schedules as follows
406-3(a)	Process	P	E	SHALL	include in this section the clauses required
406-(3)(b)					MC, 52.215-33
406-4	Write	P	E	SHALL	list the title, date and numbers of pages
406-5	Process	P	E	SHALL	prepare the representations and instructions
406-5(a)	Alter	P	E	SHALL	include in this section those solicitation provisions
406-5(b)	Alter	P	E	SHALL	insert in this section solicitation provisions
406-5(c)	Identify	I	E	SHALL	identify all factors
406-5(c)	Advise	C	E	SHALL	state the relative importance the government places
407-(b)					NM, 52.215-4
407-(c)(1)					MC, 52.215-5
407-(c)(2)					MC, 52.215-6
407-(c)(3)					MC, 52.215-7
407-(c)(4)					MC, 52.215-8
407-(c)(5)					MC, 52.215-9
407-(c)(6)					MC, 52.215-10
407-(c)(7)					MC, 52.215-11
407-(c)(8)					MC, 52.215-12
407-(d)(1)					MC, 52.215-13
407-(d)(2)					MC, 52.215-14
407-(d)(3)					MC, 52.215-15
407-(d)(4)					MC, 52.215-16

PARA	BEHAVIOR	ACTIVITY	EXPL/ IMPL	STATEMENT	REQUIREMENT
407-(e)(1)					MC, 52.215-17
407-(e)(2)					MC, 52.215-17, Alternate I
407-(f)					MC, 52.215-19
407-(g)					MC, 52.215-20
407-(h)					MC, 52.215-34
408-(a)	Inform	C	E	SHALL	issue unclassified solicitation
409-(b)	Solve	D	E	SHALL	decide if a pre-proposal conference
409-(c)	Talk	C	E	SHALL	conduct the pre-proposal conference
409-(c)	Inform	C	E	SHALL	furnish all prospective offerers
409-(c)	Write	P	E	SHALL	make a complete record
409-(c)	Inform	C	E	SHALL	promptly furnish a copy
409-(c)	Advise	C	I	SHALL	conferees shall be advised
410-(b)	Decide	D	E	SHALL	determine if the closing date needs to be changed
412-(d)	Inform	C	E	SHALL	promptly notify the offerer
413-2(c)	Search	S	E	SHALL	inquire whether the submitter is willing
413-2(c)	Process	P	E	SHALL	return the proposal, accept it as marked
415	Execute	D	E	SHALL	comply with the economic purchase quantity
506-1(a)	Solve	D	I	SHALL	determine if the unsolicited proposal
506-1(b)	Talk	C	I	SHALL	promptly acknowledge
506-1(b)	Process	P	I	SHALL	process the proposal
506-(b)	Execute	D	I	SHALL	provide the offeror the opportunity to submit
506-(c)	Talk	C	I	SHALL	promptly reply to the offerer

PARA	BEHAVIOR	ACTIVITY	EXPL/ IMPL	STATEMENT	REQUIREMENT
507	Process	P	I	SHALL	return an unsolicited proposal
605-(b)	Decide	D	I	MAY	select the source whose proposal
605-(f)	Use	D	E	SHALL	assume the purpose of making multiple awards
606-(a)	Inform	C	E	SHALL	issue a written amendment to the solicitation
606-(a)	Write	P	E	SHALL	make a record of the oral advice
606-(b)	Solve	D	E	SHALL	consider the stage in the acquisition cycle
606-(b)(4)	Decide	D	E	SHALL	cancel the original solicitation
606-(c)	Inform	C	E	SHALL	provide all offerers an opportunity to submit
607-(a)	Solve	D	E	SHALL	examine all proposals for minor
607-(c)	Execute	D	E	SHALL	comply with the following
608-(a)(1)	Use	D	E	SHALL	use cost or price analysis
608-(a)(1)	Write	P	E	SHALL	document the cost or price evaluation
609-(a)	Solve	D	E	SHALL	determine which proposals are in the competitive range
609-(a)	Solve	D	I	SHALL	be determined on the basis of
609-(c)	Advise	C	E	SHALL	notify in writing an unsuccessful offeror
609-(d)	Ask for	C	E	SHALL	solicit price proposals
609-(d)	Decide	D	E	SHALL	make award to the low responsible offeror
610-(b)	Talk	C	E	SHALL	conduct oral and written discussions
610-(c)(1)	Talk	C	E	SHALL	control all discussions
610-(c)(2)	Advise	C	E	SHALL	advise the offeror
610-(c)(3)	Decide	D	E	SHALL	attempt to resolve any uncertainties
610-(c)(4)	Decide	D	E	SHALL	resolve any suspected mistakes

PARA	BEHAVIOR	ACTIVITY	EXPL/ IMPL	STATEMENT	REQUIREMENT
610-(c)(5)	Execute	D	E	SHALL	provide the offeror a reasonable opportunity
611-(a)	Inform	C	E	SHALL	issue to all offerors
611-(c)	Ask for	C	E	SHALL	issue an additional request for best and final
611-(d)	Decide	D	E	SHALL	select that source whose best and final
703-(a)	Direct	C	E	SHALL	require prospective contractor to submit
703-(b)	Decide	D	E	SHALL	determine that the information is necessary
703-(b)	Write	D	E	SHALL	document the reasons in the file
706-(a)	Solve	D	E	SHALL	evaluate and negotiate proposed
706-(a)	Decide	D	E	SHALL	evaluate and negotiate
706-(a)	Notify	C	E	SHALL	notify the prospective contractor in writing
706-(b)	Ask for	C	E	SHALL	request the recommendations of appropriate personnel
706-(b)	Ask for	C	E	SHALL	request these recommendations early
706-(d)	Solve	D	E	SHALL	give primary consideration
707-(a)	Use	D	E	MAY	incorporate the make-or-buy program
707-(b)	Identify	I	E	SHALL	specify these items in the contract
708					MC,52.215-21
802-(b)(1)	Execute	D	E	SHALL	purchase supplies and services
802-(b)(2)	Solve	D	E	SHALL	price each contract separately
802-(b)(3)	Screen	I	E	SHALL	not include in a contract price
803-(b)	Process	P	E	SHALL	develop an estimate of the proper price
803-(c)	Alter	P	E	SHOULD	include comments in the price negotiation
803-(d)	Direct	C	E	SHALL	refer the contract action to higher authority

PARA	BEHAVIOR	ACTIVITY	EXPL/ IMPL	STATEMENT	REQUIREMENT
804-2(a)(2)	Write	P	E	SHALL	document the file to justify the requirement
804-2(b)	Ask for	C	E	SHALL	require the contractor or prospective contractor
804-3(c)(7)	Alter	P	E	MAY	limit any requirement for cost or data pricing
804-3(c)(7)	Direct	C	E	SHALL	require submission of certified cost or data pricing
804-3(c)	Decide	D	E	MAY	grant an exemption
804-3(f)(3)	Identify	I	E	MAY	verify or obtain verification
804-3(h)	Solve	D	E	SHALL	make a price analysis to determine
804-4(a)	Direct	C	E	SHALL	require the contractor to execute a certificate correct cost
804-6(a)	Identify	I	E	SHALL	the contracting officer shall specify
804-6(e)	Decide	D	E	SHALL	withhold the award or price adjustment
804-6(e)	Direct	C	E	SHALL	refer the contract action to higher authority
804-6(f)	Direct	C	E	SHALL	require in the solicitation
804-6(g)(2)	Direct	C	E	SHALL	require a contractor that is required
804-6(g)(4)	Direct	C	E	SHALL	require the prospective contractor to support
804-6(i)	Decide	D	E	MAY	excuse failure to do so
804-6(i)	Decide	D	E	MAY	award the prime contract
804-6(i)(1)	Decide	D	E	SHALL	allow additional time for submission
804-6(i)(2)	Execute	D	E	SHALL	withdraw the requirement
804-6(i)(3)	Execute	D	E	SHALL	reserve the subcontract item
804-6(i)(4)	Solve	D	E	SHALL	consider another contract type
804-6(i)(5)	Execute	D	E	SHALL	make other arrangements
804-7(a)	Inform	C	E	SHALL	immediately bring the matter to the attention of

PARA	BEHAVIOR	ACTIVITY	EXPL/ IMPL	STATEMENT	REQUIREMENT
804-7(a)	Decide	D	E	SHALL	negotiate, using any new data submitted
804-7(a)(2)	Solve	D	E	SHALL	consider
804-7(b)(4)	Decide	D	E	SHALL	allow an offset
804-7(c)	Ask for	C	E	SHALL	request an audit to evaluate
804-7(d)	Solve	D	E	SHALL	make a determination
804-7(d)	Process	P	E	SHALL	prepare a memorandum
804-7(f)	Inform	C	E	SHOULD	make this information available
804-7(f)	Advise	C	E	SHOULD	give the prime contractor reasonable advance notice
804-8(a)					MC, 52.215-22
804-8(b)					MC, 52.215-23
804-8(c)					MC, 52.215-24
804-8(d)					MC, 52.215-25
805-1(a)	Talk	C	E	SHALL	coordinate a team of experts
805-1(a)	Ask for	C	E	SHALL	request and evaluate
805-1(a)	Solve	D	E	SHALL	request and evaluate
805-1(a)	Direct	C	E	SHOULD	have appropriate specialists attend
805-1(b)	Solve	D	E	SHALL	make a cost analysis to evaluate
805-1(c)	Direct	C	E	SHALL	require prospective contractors to perform
805-3	Use	D	E	SHALL	use the techniques and procedures
805-3(b)	Execute	D	E	SHALL	ensure that the effects of inefficient
805-3(b)	Solve	D	E	SHOULD	make a trend analysis of basic labor
805-3(e)	Search	S	E	SHALL	attempt to obtain them

PARA	BEHAVIOR	ACTIVITY	EXPL/ IMPL	STATEMENT	REQUIREMENT
805-3(e)	Decide	D	E	SHALL	obtain them and negotiate
805-5(a)(1)	Ask for	C	E	SHALL	request a field pricing report
805-5(a)(1)	Write	P	E	SHALL	document the contract file
805-5(c)1)	Ask for	C	E	SHALL	sending a request to the cognizant
805-5(c)(1)	Refer	C	E	SHALL	sending the request directly to
805-5(d)	Solve	D	E	SHALL	review the written notification
805-5(d)	Execute	D	E	SHALL	and take immediate action
805-5(d)	Execute	D	E	SHALL	proceed with the action outline in 15.804-6(e)
805-5(h)	Direct	C	E	SHALL	require the offeror to provide
807-(b)	Use	D	E	SHALL	establish pre-negotiation objectives
808-(b)	Inform	C	E	SHALL	forward a copy of the price negotiation memorandum
809-(e)	Use	D	E	WILL	use FPRA rate as bases for pricing
809-(f)	Use	D	E	SHALL	reflect the changed condition in proposals
810-(d)	Solve	D	E	SHOULD	decide which elements of the contractor's operation
810-(e)	Solve	D	E	SHALL	consider the findings and recommendations
810-(e)	Inform	C	E	SHALL	provide the administrative contracting offer
810-(e)	Use	D	E	SHALL	establish a follow-up plan to monitor
812-1(c)	Direct	C	E	SHALL	require that offerors identify in their proposals
812-1(c)	Direct	C	E	SHALL	require similar information
812-1(c)	Direct	C	E	MAY	require such information
812-2(a)					MC, 52.512-26
812-2(b)					MC, 52.215-26, Alternate I

PARA	BEHAVIOR	ACTIVITY	EXPL/ IMPL	STATEMENT	REQUIREMENT
813-2(c)					require a commercial pricing certificate
813-4(a)	Direct	C	E	SHALL	require the contractor to submit the certificate
813-4(a)	Solve	D	E	SHOULD	assess market conditions for the items
813-4(b)	Ask for	C	E	SHALL	request submission of a new certificate
813-4(c)	Advise	C	E	SHALL	bring the matter to the attention of the offeror
813-4(d)	Ask for	C	E	SHALL	request, as appropriate, an audit
813-5					MC, 52.215-32
903-(b)	Process	P	E	SHALL	comply with 15.905-1
903-(c)	Use	D	E	SHALL	use the Government prenegotiation cost objective amounts
903-(c)	Decide	D	E	SHALL	exclude any facilities capital cost of money
904-(a)					MC, 52.215-30
904-(b)	Process	P	I		insert the clause at 52.215-31
905-1(b)(3)	Use	D	E	SHALL	treat time-and-materials, labor hour. . as cost plus fixed fee contracts
905-1(f)	Solve	D	E	SHOULD	consider whether the development cost
1001-(a)	Advise	C	E	SHALL	notify each offeror
1001-(b)(1)	Advise	C	E	SHALL	notify the offeror
1001-(b)(2)	Write	P	E	SHALL	inform each unsuccessful offeror in writing
1001-(c)	Write	P	E	SHALL	notify unsuccessful offerors in writing
1001-(c)(2)	Inform	C	I		provide the information in subparagraph (c)(1)
1001-(c)(3)	Inform	C	E	SHALL	furnish the information described in 15.1001(c)(1)(i)
1002	Decide	D	E	SHALL	award a contract with reasonable promptness

PARA	BEHAVIOR	ACTIVITY	EXPL/ IMPL	STATEMENT	REQUIREMENT
1003-(a)	Answer	C	I	SHALL	be debriefed
1003-(a)	Inform	C	I	SHALL	and furnished the basis for selection
1003-(c)	Alter	P	E	SHALL	include a summary of the debriefing
PART 16					
103-(b)	Solve	D	I	SHOULD	other contract types should be considered
104	Solve	D	E	SHOULD	should consider in selecting and negotiating
104-(h)	Execute	D	E	SHALL	ensure that the contractor's accounting system
105					MC, 52.216-1
203-2(a)	Execute	D	E	SHALL	ensure that contingency allowances are not
203-2(b)	Receive	S	E	SHALL	obtain adequate information to establish
203-4(a)					MC, 52.216-2
203-4(a)(2)	Use	D	E	MAY	use an agency-prescribed clause instead
203-4(a)(3)	Write	P	E	SHALL	document in the contract file
203-4(b)					MC, 52.216-2
203-4(b)(2)	Use	D	E	MAY	use an agency-prescribed clause
203-4(b)(3)	Write	P	E	SHALL	document in the contract file
203-4(b)(4)	Direct	C	E	MUST	must agree in writing on the identity
203-4(c)					MC, 52.216-4
203-4(c)(2)	Use	D	E	MAY	use an agency prescribed clause

PARA	BEHAVIOR	ACTIVITY	EXPL/ IMPL	STATEMENT	REQUIREMENT
203-4(c)(3)	Identify	I	E	SHALL	describe in detail in the contract
203-4(d)	Solve	D	E	SHOULD	consider using an economic price adjustment clause
205-4					MC, 52.216-5
206-4					MC, 52.216-6
307-(a)					MC, 52.216-7
307-(b)					MC, 52.216-8
307-(c)					MC, 52.216-9
307-(d)					MC, 52.216-10
307-(e)(1)					MC, 52.216-11
307-(e)(2)					MC, 52.216-11, Alternate I
307-(f)					MC, 52.216-12
307-(f)(2)					MC, 52.216-12, Alternate I
307-(g)(1)					MC, 52.216-13
307-(g)(2)					MC, 52.216-13, Alternate I
307-(h)					MC, 52.216-14
307-(i)					MC, 52.216-15
402-(e)	Decide	D	E	SHOULD	negotiate then in full coordination
402-(g)					MC, 52.216-15
403-1(d)	Identify	I	E	SHALL	specify in the contract schedule
403-2(d)	Identify	I	E	SHALL	specify in the contract schedule
405-(a)					MC, 52.216-16
405-(a)					MC, 52.216-16, Alternate I

PARA	BEHAVIOR	ACTIVITY	IMPL	EXPL/ STATEMENT	REQUIREMENT
405-(b)					MC, 52.216-17
405-(b)					MC, 52.216-17, Alternate I
405-(c)		I			MC, 52.216-7
405-(d)		I			MC, 52.216-10
405-(e)	Process	P	E	SHALL	insert an appropriate award fee clause
503-(a)(1)	Identify	I	E	SHALL	state a realistic estimated total quantity
503-(a)(1)	Receive	S	E	MAY	obtain the estimate from records
503-(c)	Identify	I	E	SHALL	specify in the schedule that failure
504-(a)(1)	Receive	S	E	MAY	obtain the basis for the maximum from records
505-(a)					MC, 52.216-18
505-(b)					MC, 52.216-19
505-(c)					MC, 52.216-20
505-(d)(1)					MC, 52-216-21
505-(d)(2)					MC, 52.216-21, Alternate I
505-(d)(3)					MC, 52.216-21, Alternate II
505-(d)(4)					MC, 52.216-21, Alternate III
505-(d)(5)					MC, 52.216-21, Alternate IV
505-(e)					MC, 52.216-22
506-(a)	Alter	P	E	SHALL	include in the schedule of indefinite-delay
601-(c)	Write	P	E	SHALL	document the contract file
603-2(b)	Alter	P	E	SHALL	include an overall price ceiling in the letter
603-2(c)	Direct	C	E	MAY	authorize an additional period

PARA	BEHAVIOR	ACTIVITY	EXPL/ IMPL	STATEMENT	REQUIREMENT
603-2(c)	Solve	D	E	MAY	determine a reasonable price or fee
603-2(e)	Identify	I	E	SHALL	assign a priority rating to the letter
603-4(a)	Alter	P	E	SHALL	include in each letter contract the clauses
603-4(b)(1)					MC, 52.216-23
603-4(b)(2)					MC, 52.216-24
603-4(b)(3)					MC, 52.215-25
603-4(b)(3)					MC, 52.216-25, Alternate I
603-4(c)					MC, 52.216-26
702-(b)(5)	Receive	S	E	SHOULD	obtain and use existing basic agreements
702-(d)(2)	Alter	P	E	SHALL	include clauses pertaining to subjects
703-(d)	Inform	C	E	MAY	issue orders for required supplies
703-(d)(1)(i)	Receive	S	E	SHALL	obtain competition
703-(d)(1)(ii)	Execute	D	E	SHALL	ensure that use of the basic ordering agreement
703-(d)(1)(iii)	Decide	D	E	SHALL	sign or obtain applicable justifications
703-(d)(1)(iii)	Receive	S	E	SHALL	sign or obtain applicable justification
703-(d)(2)(i)	Direct	C	E	SHALL	issue orders under basic ordering
703-(d)(2)(ii)	Execute	D	E	SHALL	incorporate by reference the provisions
703-(d)(2)(iii)	Write	P	E	SHALL	cite the authority under 6.302
703-(d)(2)(iv)	Execute	D	E	SHALL	comply with 5.203
703-(d)(3)(ii)	Execute	D	E	SHALL	proceed with pricing as soon as practical

PARA	BEHAVIOR	ACTIVITY	IMPL	EXPL/ STATEMENT	REQUIREMENT
PART 17					
103-1(d)	Alter	P	E	SHALL	reduce the cancellation ceiling
103-1(d)(2)	Solve	D	E	MUST	estimate reasonable preproduction
103-1(d)(2)	Receive	S	E	SHOULD	obtain in-house engineering cost estimates
103-1(d)(3)	Solve	D	E	SHALL	establish cancellation dates
103-1(d)(3)	Alter	P	E	SHALL	include these dates in the schedule
103-1(e)	Alter	P	E	SHALL	by amending the solicitation
103-1(h)	Execute	D	E	SHALL	limit the government's payment obligation
103-1(h)	Alter	P	E	SHALL	insert the amount for the first program
103-1(j)	Use	D	E	SHOULD	normally use an economic price adjustment clause
103-1(k)(1)	Alter	P	E	SHALL	add the clause at 52.222-43
103-1(k)(2)	Alter	P	E	MAY	modify the clause at 52.222-43
103-1(k)(3)	Use	D	E	MAY	use an economic price adjustment clause
103-3	Execute	D	E	SHALL	comply with the following
103-3(e)	Solve	D	E	SHALL	compare the lowest evaluated offer
103-3(e)(1)	Execute	D	E		multiply the evaluated unit price
103-3(e)(2)	Execute	D	E		add the total amount
103-3(e)(3)	Solve	D	E		compare this result
103-3(e)(4)	Direct	C	E	SHALL	conduct the evaluation based
103-4(a)	Decide	D	E	SHALL	award to firms offering the lowest
103-4(b)	Decide	D	E	SHALL	award to the offeror submitting the proposal

PARA	BEHAVIOR	ACTIVITY	EXPL/ IMPL	STATEMENT	REQUIREMENT
103-4(d)(1)	Decide	D	E	SHALL	make award under 17.103-4(a)
103-4(d)(2)	Decide	D	E	SHALL	make award to the lowest evaluated offeror
103-4(d)(4)	Decide	D	E	SHALL	cancel it and issue a new solicitation
103-4(d)(4)	Inform	C	E	SHALL	cancel it and issue a new solicitation
104-1(c)	Ask for	C	E	SHALL	request the advice of the activity's
104-3	Execute	D	E	MUST	follow both the requirements of Subpart 17.2
104-3(b)	Solve	D	E	SHOULD	consider including a term allowing
105-(a)(1)					MC, 52.217-1
105-(a)(2)					MC, 52.217-2
105-(a)(2)					MC, 52.217-2, Alternate I
202-(a)	Alter	P	E	MAY	include options in contracts
205-(a)	Write	P	E	SHALL	justify in writing
206-(a)	Solve	D	E	SHALL	evaluate offers for any option quantities
207-(a)	Advise	C	E	SHALL	provide written notice
207-(b)	Solve	D	E	SHALL	determine the effect of the adjustment
207-(c)	Execute	D	E	MAY	exercise options only after determining
207-(d)	Decide	D	E	SHALL	make the determination on the basis
207-(d)(3)	Solve	P	E	SHALL	take into consideration such factors
207-(f)	Write	P	E	SHALL	make a written determination
208-(a)					MC, 52.217-3
208-(b)					MC, 52.217-4
208-(c)					MC, 52.217-5

PARA	BEHAVIOR	ACTIVITY		EXPL/ IMPL	STATEMENT REQUIREMENT
208-(d)					MC, 52.217-6
208-(e)					MC, 52.217-7
208-(f)					MC, 52.217-8
208-(g)					MC, 52.217-9
403-(a)	Decide	D	E	MAY	award a prime contract
403-(b)	Execute	D	E	SHALL	ensure that any contract awarded under
504-(a)	Receive	S	E	SHALL	first obtain the determination required
605-(a)	Solve	D	E	SHOULD	take extraordinary steps before award
605-(b)	Search	S	E	SHALL	review each management and operating contract
605-(c)	Solve	D	E	SHOULD	contractors should consider
PART 19					
202	Execute	D	E	SHALL	comply with the specific policies listed
202-1(a)	Process	P	E	SHALL	divide proposed acquisitions of supplies
202-1(b)	Execute	D	E	SHALL	plan acquisitions such that
202-1(c)	Execute	D	E	SHALL	ensure that delivery schedules
202-1(d)	Advise	C	E	SHALL	encourage prime contractors to subcontract
202-2	Advise	C	E	SHALL	encourage maximum participation
202-2(a)	Alter	P	E	SHALL	include on mailing lists
202-2(b)	Execute	D	E	SHALL	make every reasonable effort
202-2(c)	Inform	C	E	SHALL	publicize solicitations

PARA	BEHAVIOR	ACTIVITY	EXPL/ IMPL	STATEMENT	REQUIREMENT
202-4	Advise	C	E	SHALL	encourage maximum response
202-4(a)	Execute	D	E	SHALL	allow the maximum amount of time
202-4(b)	Inform	C	E	SHALL	furnish specifications, plans and drawings
202-4(c)	Inform	C	E	SHALL	send solicitations to all small business concerns
202-4(d)	Inform	C	E	SHALL	provide to any small business
202-6(b)	Execute	D	E	SHALL	follow the procedures at 19.806-2
301-(b)	Receive	S	E	SHALL	accept an offeror's representation
501-(c)	Solve	D	E	SHALL	review acquisitions to determine
501-(d)	Inform	C	E	SHALL	make available for review at the contracting office
501-(h)	Alter	P	E	SHALL	divide requirements so as to allow
502-1	Alter	P	E	SHALL	set aside an individual acquisition
502-3(a)	Alter	P	E	SHALL	set aside a portion of an acquisition
502-3(b)	Alter	P	I	SHALL	be divided into a set-aside portion
502-3(c)(1)	Decide	D	E	SHALL	award the non-set-aside portion
502-3(c)(2)(i)	Execute	D	E	SHALL	negotiate with eligible concerns
502-3(c)(2)(i)	Execute	D	I	SHALL	negotiations shall be conducted
502-3(c)(2)(i)	Decide	D	I	SHALL	be awarded as provided in the solicitation
503-(d)	Solve	D	E	SHALL	review each individual acquisition
503-(d)	Alter	P	E	MAY	withdraw or modify the unilateral
504-(a)	Decide	D	E	SHALL	award contracts
504-(a)	Advise	C	E	SHALL	encourage placement of subcontracts
505-(a)	Inform	C	E	SHALL	be furnished to the SBA

PARA	BEHAVIOR	ACTIVITY	EXPL/ IMPL	STATEMENT	REQUIREMENT
505-(b)	Execute	D	E	SHALL	suspend action in the acquisition
505-(d)	Decide	D	E	SHALL	suspend contract action
505-(f)	Alter	P	E	SHALL	include in the contract file
505-(f)	Advise	C	E	SHALL	promptly notify the SBA
506-(a)	Alter	P	E	MAY	withdraw the set-aside determination
506-(a)	Execute	D	E	SHALL	initiate a withdrawal of an individual
506-(a)	Alter	P	E	MAY	modify a unilateral or joint class set-aside
506-(c)	Process	P	E	SHALL	prepare a written statement
507-(b)	Execute	D	E	SHALL	ensure that the delivery schedule is realistic
508-(a)					MC, 52.219-4
508-(b)					MC, 52.219-5
508-(c)					MC, 52.219-6
508-(d)					MC, 52.219-7
508-(e)					MC, 52.219-14
602-1(a)(1)	Decide	D	E	SHALL	withhold contract award
602-1(a)(2)	Direct	C	E	SHALL	refer the matter to the cognizant
602-1(b)	Direct	C	E	SHALL	refer to the SBA the entie quantity
602-1(d)	Direct	C	E	SHALL	make only one referral at a time
602-3(a)	Execute	D	E	SHALL	make every effort to reach a resolution
602-3(a)	Ask for	C	E	SHALL	request that the Regional Office
602-4(a)	Execute	D	E	SHALL	reverse the determination of nonresponsibility
602-4(b)	Decide	D	E	SHALL	award the contract to the concern

PARA	BEHAVIOR	ACTIVITY	EXPL/ IMPL	STATEMENT	REQUIREMENT
602-4(c)	Execute	D	E	SHALL	proceed with the acquisition
705-1	Advise	C	E	MAY	encourage the development of increased subcontracting opportunities
705-1	Execute	D	E	MUST	ensure that the goals are realistic
705-2(a)	Solve	D	E	SHALL	determine whether the proposed action
705-2(b)	Solve	D	E	SHALL	determine whether subcontracting possibilities
705-2(d)	Decide	D	I	MAY	necessitate negotiating subcontracting plans
705-3	Inform	C	E	SHALL	provide the SBA's resident procurement center representative
705-4	Solve	D	E	SHALL	review the subcontracting plan for adequacy
704-4(a)	Solve	D	E	MUST	consider each plan in terms of
705-4(b)	Advise	C	E	SHALL	advise the bidder of the deficiency
705-4(b)	Ask for	C	E	SHALL	request submission of a revised plan
705-4(b)	Solve	D	E	MAY	find the bidder nonresponsible
705-4(c)	Solve	D	E	SHALL	determine whether the plan is acceptable
705-4(d)(1)	Solve	D	E	SHOULD	evaluate the offeror's past performance
705-4(d)(2)	Solve	D	E	SHOULD	evaluate the offeror's make or buy policy
705-4(d)(3)	Solve	D	E	SHOULD	evaluate subcontracting potential
705-4(d)(4)	Advise	C	E	SHOULD	advise the offeror of available sources
705-4(d)(5)	Receive	S	E	SHOULD	obtain advice
705-5(a)(1)	Solve	D	E	SHALL	consider the contractor's compliance
705-5(a)(2)	Search	S	E	SHALL	assure that a subcontracting plan as submitted
705-5(a)(3)	Advise	C	E	SHALL	notify the SBA resident
705-5(a)(4)	Solve	D	E	SHALL	determine any fee that may be payable

PARA	BEHAVIOR	ACTIVITY	EXPL/ IMPL	STATEMENT	REQUIREMENT
705-5(b)	Decide	D	I	SHALL	require negotiation of the final plan
705-6(a)	Advise	C	E		notifying the SBA of award
705-6(b)	Inform	C	E		forwarding a copy of each plan
705-6(c)	Inform	C	E		giving to the assigned SBA resident
705-6(d)	Advise	C	E		notifying the SBA resident
705-6(e)	Inform	C	E		forwarding a copy of each plan
706-(b)	Advise	C	E	SHALL	make appropriate recommendations
708-(a)					MC, 52.219-8
708-(b)					MC, 52.219-9
708-(b)					MC, 52.219-9, Alternate I
708-(c)(1)					NM, 52.219-10
708-(c)(1)	Alter	P	E	MAY	vary the terms of the clause
708-(c)(3)	Alter	P	E	MAY	include small and small disadvantaged
801-(a)(2)	Receive	S	E	MUST	be received by the contracting officer
805-(a)	Solve	D	E	SHALL	price the 8(a) contract in accordance with
806-1(a)	Solve	D	E	SHALL	estimate the current fair market price
806-2(a)	Use	D	E	SHALL	use price or cost analysis
806-2(a)	Solve	D	E	SHALL	consider commercial prices for similar products
806-2(b)	Solve	D	E	SHALL	consider recent award prices
806-3(b)	Inform	C	E	SHALL	make available the data used to estimate
808	Ask for	C	E	SHOULD	request a preaward survey
809-1(a)	Use	D	E	SHALL	use the Standard Form 26

PARA	BEHAVIOR	ACTIVITY	EXPL/ IMPL	STATEMENT	REQUIREMENT
809-2(a)					MC, 52.219-11
809-2(b)					MC, 52.219-12
810-(a)	Direct	D	E	SHALL	assign contract administration functions
902					MC, 52.219-13
PART 22					
101-2(b)	Advise	C	E	SHALL	impress upon contractors
101-4(a)(1)	Solve	D	I	SHOULD	determine whether removal of items
101-4(a)(2)	Talk	C	I	SHOULD	attempt to arrange with the contractor
101-4(a)(3)	Receive	S	I	SHOULD	obtain appropriate approvals
101-4(a)(4)	Solve	D	I	SHOULD	determine who will remove the items
103-3(b)	Solve	D	E	SHOULD	ascertain the extent that offers are based
103-3(b)	Decide	D	E	SHOULD	negotiate contract prices
103-3(c)	Receive	S	E	SHOULD	secure from the contractor a request
103-4(a)	Solve	D	E	SHALL	review the contractor's request
103-4(f)	Ask for	C	E	SHALL	request the approval
103-5(a)					MC, 52.222-1
103-5(b)					MC, 52.222-2
202					MC, 52.222-3
203					MC, 52.222-4
305-(b)	Decide	D	I	SHALL	a determination shall be made

PARA	BEHAVIOR	ACTIVITY	EXPL/ IMPL	STATEMENT	REQUIREMENT
404-2(a)	Execute	D	E	SHALL	ensure that only the appropriate wage
404-2(b)	Alter	P	E	SHALL	include only the rate schedules that apply
404-3(b)	Ask for	C	I	SHALL	submit request for project wage
404-4(c)	Search	S	E	MAY	open proposals
404-4(c)	Decide	D	E	MAY	conduct negotiations
404-4(c)	Use	D	E	SHALL	incorporate the wage determination
404-5(a)	Execute	D	E	SHALL	make every effort to ensure
404-5(b)(1)	Ask for	C	E	SHALL	request a new determination
404-5(b)(1)	Alter	P	E	SHALL	amend the solicitation to include
404-5(b)(2)	Ask for	C	E	SHALL	request an extension of the project
404-5(b)(2)	Alter	P	E	SHALL	delay award
404-5(b)(2)	Decide	D	E	SHALL	award the contract
404-5(b)(2)	Alter	P	E	SHALL	modify it to apply the extended expiration date
404-5(b)(2)	Process	D	E	SHALL	process the new determination
404-5(b)(2)(i)	Decide	D	E	MAY	cancel the solicitation
404-5(b)(2)(i)	Alter	P	E	SHALL	equitably adjust the contract price
404-5(b)(2)(ii)	Decide	D	E	SHALL	award the contract
404-5(b)(2)(ii)	Alter	P	E	SHALL	and modify it to include
404-5(c)(1)	Ask for	C	E	SHALL	request a new wage determination
404-5(c)(1)	Execute	D	E	SHALL	delay award
404-5(c)(2)	Ask for	C	E	SHALL	request offerors to extend the period
404-5(c)(3)	Alter	P	E	SHALL	amend the solicitation

PARA	BEHAVIOR ACTIVITY		EXPL/ IMPL	STATEMENT REQUIREMENT	
404-5(c)(4)	Alter	P	E	SHALL	amend the solicitation
404-6(b)(3)	Alter	P	E	SHALL	postpone the bid opening
404-6(b)(3)	Alter	P	E	SHALL	amend the solicitation
404-6(b)(4)	Execute	D	E	SHALL	follow the procedures in 22.404-5(b)(i)
404-6(b)(5)	Alter	P	E	SHALL	modify the contract to incorporate
404-6(b)(5)	Alter	P	e	SHALL	modify the contract to include
404-6(b)(6)	Execute	D	E	SHALL	follow the procedures in 22.404-5(b)(2)
404-6(c)(2)	Execute	D	E	SHALL	follow the procedures in 22.404-5(c)(3)
404-6(c)(3)	Execute	D	E	SHALL	follow the procedures in 22.404-6(b)(5)
404-7	Execute	D	E	SHALL	follow the procedures in 22.404-5(b)(1)
404-8(b)	Execute	D	E	SHALL	proceed in accordance
404-8(b)(1)	Alter	P	E	SHALL	postpone the bid opening date
404-8(b)(1)(i)	Receive	S	E	SHALL	obtain the appropriate determination
404-8(b)(1)(ii)	Alter	P	E	SHALL	amend the solicitation
404-8(b)(1)(iii)	Execute	D	E	SHALL	permit the bidders to amend their bids
404-8(b(1)(iii)	Alter	P	E	SHALL	amend the solicitation to include
404-8(b)(2)	Alter	P	E	SHALL	delay awarding the contract
404-8(c)	Alter	P	E	SHALL	delay award, if necessary
404-8(c)	Process	P	E	SHALL	process the notification
404-9(a)	Execute	D	E	SHALL	initiate action to incorporate
404-9(a)	Ask for	C	E	SHALL	expeditiously request
404-9(b)(1)	Alter	P	E	SHALL	modify the contract

PARA	BEHAVIOR	ACTIVITY	EXPL/ IMPL	STATEMENT	REQUIREMENT
404-9(b)(2)	Decide	D	E	SHALL	terminate the contract
404-10	Inform	C	E	SHALL	furnish to the contractor
406-1(b)	Inform	C	E	SHALL	inform the contractor
406-1(b)	Inform	C	E	SHALL	issue an explanatory letter
406-2(b)(2)	Inform	C	E	SHALL	submit the question for final determination
406-3(a)	Direct	C	E	SHALL	require that the contractor submit
406-3(b)	Solve	D	E	SHALL	review the request
406-3(c)(1)	Inform	C	E	SHALL	submit a report
406-3(c)(2)	Inform	C	E	SHALL	submit a report
406-3(d)(2)	Inform	C	E	SHALL	forward a copy of the action
406-(a)	Solve	D	E	SHALL	review the contractor's employment
406-4(b)	Decide	D	E	SHALL	reject the classification
406-4(b)	Direct	C	E	SHALL	require the contractor to pay
406-6(b)	Execute	D	E	SHALL	withhold approval of an amount
406-6(c)	Solve	D	E	SHALL	examine the payrolls
406-6(c)	Execute	D	E	SHALL	ensure compliance with the contract
406-7(a)	Search	S	E	SHALL	make checks and investigations
406-8(b)	Solve	D	E	SHALL	review the investigation report
406-8(c)(1)	Inform	C	E	SHALL	provide written notice
406-8(c)(2)	Advise	C	E	SHALL	make the basis for the findings available
406-8(c)(3)(i)	Solve	D	E		reconsider the preliminary findings
406-8(c)(4)	Ask for	C	E		request the contractor to make restitution

PARA	BEHAVIOR	ACTIVITY	EXPL/ IMPL	STATEMENT	REQUIREMENT
406-8(d)	Process	P	E	SHALL	prepare and forward
406-8(d)	Inform	C	E	SHALL	forward a report of violations
406-9(a)	Execute	D	E	SHALL	withhold from payments due
406-9(a)(2)	Alter	P	E	SHALL	adjust the withholding as necessary
406-9(c)(1)	Inform	C	E	SHALL	forward to the appropriate disbursing officer
406-9(c)(1)	Process	P	E	SHALL	include with the SF 1093 a listing
406-9(c)(1)	Advise	C	E	SHALL	indicate if restitution was not made
406-10(c)	Inform	C	E	SHALL	inform the contractor
406-10(d)	Inform	C	E	SHALL	promptly transmit the contracting officer's
406-12(b)	Search	S	E	SHALL	inquire into the scope of the investigation
407-(a)(1)					MC, 52.222-6
407-(a)(2)					MC, 52.222-7
407-(a)(3)					MC, 52.222-8
407-(a)(4)					MC, 52.222-9
407-(a)(5)					MC, 52.222-10
407-(a)(6)					MC, 52.222-11
407-(a)(7)					MC, 52.222-12
407-(a)(8)					MC, 52.222-13
407-(a)(9)					MC, 52.222-14
407-(a)(10)					MC, 52.222-15
407-(b)					MC, 52.222-16
407-(c)	Alter	P	E	SHALL	insert in such solicitations and contracts

PARA	BEHAVIOR	ACTIVITY	EXPL/ IMPL	STATEMENT	REQUIREMENT
407-(d)					MC, 52.222-7
608-1	Receive	S	E	SHALL	obtain a representation
608-2(b)	Search	S	E	SHALL	investigate and determine the eligibility
608-2(d)	Solve	D	E	SHALL	make a determination
608-2(e)	Decide	D	E	SHALL	reject offers from all offerors
608-2(f)(4)	Advise	C	E	SHALL	notify other offerors
608-3(a)(1)	Advise	C	E	SHALL	promptly notify the apparently successful
608-3(a)(2)	Advise	C	E	SHALL	notify both the protestor
608-3(a)(3)	Advise	C	E	SHALL	notify offerors whose offer might
608-3(a)(4)	Solve	C	E	SHALL	make a determination
608-3(a)(5)	Advise	C	E	SHALL	notify the protestor
608-3(b)	Inform	C	E	SHALL	forward the determination
608-4(a)(2)	Inform	C	E	SHALL	send with the case a brief statement
608-4(b)(2)	Write	C	E	SHALL	document the contract file
608-6(a)(1)	Execute	D	E	SHALL	follow the procedures in 22.608-3
608-6(a)(2)	Advise	C	E	SHALL	notify the protestor that no action
608-6(b)	Execute	D	E	MAY	exercise the right, in accordance
608-6(b)(1)	Decide	D	E	MAY	terminate the contract
608-6(b)(2)	Execute	D	E	MAY	make open market purchases
608-6(b)(3)	Execute	D	E	MAY	charge any additional costs to
608-6(c)	Advise	C	E	SHALL	notify the appropriate regional office
608-6(c)	Inform	C	E	SHALL	furnish any information available

PARA	BEHAVIOR	ACTIVITY	EXPL/ IMPL	STATEMENT	REQUIREMENT
610-(a)					MC, 52.222-19
610-(b)					MC, 52.222-20
803-(d)	Inform	C	E	SHALL	forward the matter through agency
804-2(b)	Ask for	C	E	SHALL	request instructions
804-2(c)	Inform	C	E	SHALL	give written notice to the OFCCP
804-2(c)	Talk	C	E	SHALL	arrange a conference among contractor
805-(a)	Ask for	C	E	SHALL	request the appropriate OFCCP
805-(a)(3)	Inform	C	E	SHALL	send the request for a preaward
805-(a)(4)	Advise	P	E	SHALL	include the following information
805-(a)(5)	Direct	C	E	SHALL	allow as much time as feasible
805-(a)(5)	Process	P	E	SHALL	process a preaward review request
805-(a)(b)	Execute	D	E	SHALL	withhold award of the contract
805-(a)(6)	Advise	C	E	SHALL	notify the OFCCP regional office
805-(a)(7)	Advise	C	E	SHALL	immediately inform the OFCCP
805-(a)(7)	Write	P	E	SHALL	submit written justification for the award
805-(a)(7)	Ask for	C	E	SHALL	immediately request a postaward
805-(a)(8)(b)	Inform	C	E	SHALL	furnish to the contractor
806-(a)	Direct	C	I	SHALL	shall be referred to the OFCCP regional office
806-(b)	Direct	C	I	SHALL	shall be referred to the Director
807-(c)	Write	P	E	SHALL	submit under agency procedure
808	Receive	S	E	SHALL	complaints received by the contracting officer
808	Direct	C	E	SHALL	be referred immediately to the OFCCP

PARA	BEHAVIOR	ACTIVITY	IMPL	EXPL/ STATEMENT	REQUIREMENT
810-1					MC, 52.222-21
810-2					MC, 52.222-22
810-(b)					MC, 52.222-23
810-(c)					MC, 52.222-24
810-(d)					MC, 52.222-25
810-(e)					MC, 52.222-26
810-(e)					MC, 52.222-26, Alternate I
810-(f)					MC, 52.222-27
810-(g)					MC, 52.222-28
810-(h)					MC, 52.222-29
1003-4(b)(iii)(B)	Alter	P	E	SHALL	incorporate in the solicitation
1003-7	Ask for	C	E	SHALL	request the advice of the agency
1005					MC, 52.222-40
1006-(a)					MC, 52.222-41
1006-(b)					MC, 52.222-42
1006-(c)(1)					MC, 52.222-43
1006-(c)(1)	Search	S	E	SHALL	ensure that contract prices are adjusted
1006-(c)(2)					MC, 52.222-44
1006-(d)					MC, 52.222-47
1006-(e)(1)					MC, 52.222-48
1006-(f)					MC, 52.222-49
1007	Inform	C	E	SHALL	submit Standard Forms 98 and 98A

PARA	BEHAVIOR	ACTIVITY	EXPL/ IMPL	STATEMENT	REQUIREMENT
1008-1	Write	P	E	SHALL	complete and submit the notice
1008-1	Inform	C	E	SHALL	submit the notice
1008-1	Receive	S	E	SHALL	retain a copy of the completed notice
1008-2(b)(1)	Use	D	E	SHALL	shall use this directory to the maximum
1008-2(b)(2)	Use	D	E	SHALL	use the directory
1008-3(a)	Decide	D	E	SHALL	determine whether section 4(c)
1008-3(d)	Receive	S	E	SHALL	obtain a copy of any collective bargaining agreements
1008-3(d)	Inform	C	E	SHALL	furnish with the notice a statement
1008-5	Inform	C	E	SHALL	submit a new notice
1008-6	Write	P	E	SHALL	fill in Box 2 of the SF 98
1008-7(a)	Inform	C	E	SHALL	submit the notice not less that 60 days
1008-7(b)	Advise	C	E	SHOULD	indicate on the notice that the requirement
1008-7(d)	Talk	C	E	SHALL	contact the Wage and Hour Division
1009-1	Identify	I	E	SHOULD	identify the specific places
1009-2	Identify	I	E	SHOULD	identify the specific places
1009-3(a)	Inform	C	E	SHALL	submit the notice
1009-3(a)	Inform	C	E	SHALL	provide a listing by state
1009-3(b)	Talk	C	E	SHOULD	contact the Wage and Hour Division
1009-3(c)(1)	Execute	D	E	SHALL	follow the procedures in the subsection
1009-3(c)(1)(i)	Inform	C	E	SHALL	submit notices for
1009-3(c)(1)(ii)	Alter	P	E	SHALL	amend the solicitation to include
1009-3(c)(2)	Execute	D	E	SHALL	follow the procedures in 22.1009-4

PARA	BEHAVIOR	ACTIVITY	EXPL/ IMPL	STATEMENT	REQUIREMENT
1009-4(a)	Inform	C	E	SHALL	submit the notice to the Wage and Hour
1009-4(b)	Process	P	E	SHALL	include the following information in
1009-4(c)				SHALL	MC, 52.222-49
1009-4(e)(1)	Inform	C	E	SHALL	submit notices for the additional
1009-4(e)(2)	Alter	P	E	SHALL	amend the solicitation to include
1009-4(f)(1)	Decide	D	E	SHALL	award the contract
1009-4(f)(2)	Ask for	C	E	SHALL	request a wage determination
1009-4(f)(3)	Execute	D	E	SHALL	incorporate the wage determination
1010-(a)	Solve	D	E	SHOULD	determine whether the incumbent prime
1010-(a)	Inform	C	E	SHALL	give both the incumbent contractor
1012-1	Execute	D	E	SHALL	incorporate the determination
1012-4	Talk	C	E	SHALL	contact the Wage and Hour Division
1012-4	Use	D	E	SHALL	use the latest wage determination
1012-4	Use	D	E	SHALL	include it in the solicitation
1012-5	Talk	C	E	SHALL	contact the Wage and Hour Division
1013-(a)(1)	Talk	C	E	SHALL	contact the agency labor advisor
1013-(a)(2)	Talk	C	E	SHALL	contact the agency labor advisor
1013-(b)(2)	Talk	C	E	SHALL	contact the agency labor advisor
1014	Talk	C	E	SHALL	contact the Wage and Hour Division
1015	Alter	P	E	SHALL	equitably adjust the contract price
1018-(a)	Inform	C	E	SHALL	inform the contractor of the labor standards
1018-(b)	Inform	C	E	SHALL	furnish the contractor

PARA	BEHAVIOR	ACTIVITY	EXPL/ IMPL	STATEMENT	REQUIREMENT
1019-(a)	Direct	C	E	SHALL	require the contractor
1019-(a)	Solve	D	E	SHALL	review the proposed classification
1020	Inform	C	E	SHALL	provide a copy of the list
1022	Execute	D	E	MAY	withhold
1024	Talk	C	E	SHALL	cooperate with the Department of Labor
1024	Direct	C			refer in writing
1103					MC, 52.222-45, 52.222-46
1303-(c)	Ask for	C	E	SHALL	submit requests for waivers
1304-(a)	Inform	C	E	SHALL	furnish to the contractor
1307	Execute	D	E	SHALL	take necessary action
1308(a)					MC, 52.222-35
1308(b)					MC, 52.222-37
1403-(c)	Inform	C	E	SHALL	submit requests for waivers
1404	Inform	C	E	SHALL	furnish to the contractor
1405	Advise	C	E	SHALL	advise the affected labor unions
1406	Direct	C	E	SHALL	forward any complaints
1407	Execute	D	E	SHALL	shall take necessary action
1408-(a)					MC, 52.222.36
Part 23					
105-(a)					MC, 52.223-1

PARA	BEHAVIOR	ACTIVITY	EXPL/ IMPL	STATEMENT	REQUIREMENT
105-(b)					MC, 52.223-2
106-(a)	Advise	C	E	SHALL	promptly notify the EPA
106-(c)	Alter	P	E	SHALL	delay award
106-(c)	Advise	C	E	SHALL	promptly notify
107	Advise	C	E	SHALL	notify the agency head
203-(a)	Solve	D	I	SHALL	consider the criteria
303					MC, 52.223-3
404-(b)	Execute	D	E	MAY	waive requirements
405					MC, 52.223-4
505-(a)					MC, 52.223-5
505-(c)					MC, 52.223-6
506-(a)	Alter	P	E	MAY	
506-(b)	Execute	D	E	MAY	terminate the contract for default
506-(c)	Direct	C	E	SHALL	refer the case to the agency
Part 24					
103-(a)	Solve	D	E	SHALL	review requirements to determine
103-(b)(1)	Execute	D	E	SHALL	ensure that the contract work statement
103-(b)(2)	Inform	C	E	SHALL	make available in accordance with
104-(a)					MC, 52.224-1
104-(b)					MC, 52.224-2

PARA	BEHAVIOR	ACTIVITY	EXPL/ IMPL	STATEMENT REQUIREMENT	
202-(b)	Receive	S	E	MAY	receive requests for records
203-(b)	Use	D	E		comply with the implementing regulations
Part 25					
109-(a)					MC, 52.225-1
109-(c)					MC, 52.225-2
109-(d)					MC, 52.225-3
205					MC, 52.225-5
304-(c)	Receive	S	E	SHALL	obtain a determination from the agency
304-(d)(1)	Direct	C	E	SHALL	require that offers be stated in US currency
304-(d)(2)	Ask for	C	E	SHALL	request that offers be stated, in whole
304-(d)(3)	Use	D	E	SHALL	reserve the right to make the award
305-(a)					MC, 52.225-6
305-(c)					MC, 52.225-7
402-(a)(4)	Solve	D	E	SHALL	calculate the estimated acquisition value
402-(a)(4)(i)	Use	D	I	SHALL	use the total estimated value
402-(a)(4)(ii)	Use	D	I	SHALL	use the total estimated value
402-(a)(4)(iii)	Use	D	I	SHALL	use the estimated monthly payment
402-(a)(4)(iv)	Use	D	I	SHALL	use the estimated monthly payment
402-(a)(5)	Alter	P	I		include the value of all options
407-(a)(1)					MC, 52.225-8

PARA	BEHAVIOR	ACTIVITY	EXPL/ IMPL	STATEMENT	REQUIREMENT
407-(a)(2)					MC, 52.225-9
407-(b)	Use	P	E	SHALL	rely on the offeror's certification
603-(b)(i)	Write	P	E	SHALL	execute Customs Form 7501
603-(b)(ii)	Write	P	E	SHALL	execute Customs Form 7501-A
603-(b)(iii)	Write	P	E	SHALL	execute either a duty free entry
604-(b)	Use	P	I	SHALL	cite this authority on the appropriate
605-(a)					MC, 52.225-10
605-(c)	Process	P	E	SHALL	be inserted in the contract schedule
703-(b)	Decide	D	E	MAY	approve exception for small purchases
703-(b)	Inform	C	I	SHALL	be furnished to the contractor
704					MC, 52.225-11
801	Solve	D	E	SHOULD	give particular attention to provisions
802-(a)(1)	Decide	D	E	SHALL	determine the existence
802-(a)(2)	Execute	D	E	SHALL	conduct the necessary advanced acquisition
902					MC, 52.215-1
903-(a)	Alter	P	E	MAY	omit the clause at 52.215-1
1004-(c)	Inform	C	E	SHALL	provide the contractor a copy
1005-(a)					MC, 52.225-12
1005-(b)					MC, 52.225-13

PARA	BEHAVIOR	ACTIVITY	EXPL/ IMPL	STATEMENT	REQUIREMENT
Part 27					
201-2(a)					MC, 52.227-1
201-2(b)					MC, 52.227-1, Alternate I
201-2(c)					MC, 52.227-1, Alternate II
202-2					MC, 52.227-2
203-2(a)					MC, 52.227-3
203-2(b)					NM, 52.227-3, Alternate I or II
203-4(a)					NM, 52.227-3
203-4(b)					NM, 52.227-3, Alternate I or II
203-5					MC, 52.227-4
203-5					NM, 52.227-4, Alternate I
203-6	Receive	S	E	SHALL	obtain written approval from the agency
203-6					MC, 52.227-5
204-1(a)(1)	Direct	C	E	SHALL	require prospective contractors to furnish
204-1(a)(1)	Execute	D	E	SHALL	take appropriate action to reduce
204-1(b)	Inform	C	E	SHALL	forward the information
204-1(b)	Execute	D	E	SHALL	take action to protect the government's interest
204-1(c)	Receive	S	E	SHALL	require and obtain the same royalty information
204-1(d)	Inform	C	E	SHALL	forward the royalty information
204-2					MC, 52.227-6
204-3(a)	Alter	P	E	SHOULD	include in the solicitation a notice

PARA	BEHAVIOR	ACTIVITY	EXPL/ IMPL	STATEMENT	REQUIREMENT
204-3(b)	Direct	C	I	SHOULD	also require offerors to furnish
204-3(c)					MC, 52.227-7
204-4					MC, 52.227-8
205-(a)	Inform	C	I	SHALL	be promptly reported to the office
205-(b)	Execute	D	E	SHALL	promptly act to protect the government
205-(c)	Receive	S	E	SHALL	obtain a refund pursuant to any royalties
206-2					MC, 52.227-9
207-1(b)	Inform	C	E	SHALL	inform the contractor of any instructions
207-1(b)	Advise	C	E	SHALL	shall make every effort to notify
207-1(c)	Inform	C	E	SHALL	promptly submit that information
207-1(d)	Solve	D	E	MUST	be considered
207-1(d)	Execute	D	E	MUST	and acted upon promptly
207-2					MC, 52.227-10
303-(a)(1)					MC, 52.227-11
303-(a)(3)					MC, 52.227-11, Alternate I
303-(b)(1)					MC, 52.227-12
303-(c)(1)					MC, 52.227-13
303-(c)(3)					MC, 52.227-13, Alternate I
303-(d)(1)					NM, 52.227-11, 52.227-12
303-(d)(1)					MC, 52.227-13
303-(d)(2)	Write	P	I	WILL	be in writing and accompanied by a written
303-(d)(2)	Inform	C	I	WILL	be sent to the Comptroller General

PARA	BEHAVIOR	ACTIVITY	EXPL/ IMPL	STATEMENT	REQUIREMENT
303-(f)	Alter	P	I	MAY	be modified by deleting the references
303-1(d)(2)	Direct	C	E	MAY	may require the contractor to
304-1(e)	Inform	C	E	WILL	furnish the CM 1
304-1(g)(2)	Execute	D	E	SHALL	exercise march-in rights shall be made
304-4(a)					MC, 52.227-11, 52.227-12, or 52.227-13
304-4(a)	Direct	C	E	MAY	direct the use of a particular patent
304-4(b)	Solve	D	E	SHALL	be resolved by the agency contracting office
305-3(b)	Ask for	C	E	SHALL	promptly request the contractor to supply
305-3(b)	Inform	C	E	SHALL	be promptly furnished
305-3(e)	Direct	C	E	MAY	require the contractor to make available
404-(d)(1)	Direct	C	E	MAY	require by written request
404-(e)(1)	Direct	C	E	MAY	require by written request
404-(e)(1)	Execute	D	E	SHOULD	assure that the clause is used
4704-(e)(2)	Identify	I	E	MAY	be specified by the contracting officer
403	Solve	D	I		where determined to be appropriate
404-(d)(2)	Solve	D	I		in determining whether the clause
404-(d)(2)	Decide	D	I	SHOULD	be considered during negotiations
404-(e)(1)	Solve	D	I		in considering whether to use the clause
404-(e)(2)	Advise	C	I	ARE	to be expressly stated in the contract
404-(e)(3)	Solve	D	I	SHOULD	be considered during negotiations
404-(e)(4)	Execute	D	I		action to cancel or ignore the markings
404-(e)(4)	Solve	D	E	WILL	be considered by the contracting officer

PARA	BEHAVIOR	ACTIVITY	EXPL/ IMPL	STATEMENT	REQUIREMENT
404-(h)	Inform	C	E	WILL	be so notified in writing
404-(h)	Inform	C	I	WILL	be furnished a written determination
404-(h)	Execute	D	I	WILL	be cancelled
404-(i)(1)	Decide	D	E	MAY	agree so to permit
404-(i)(2)	Decide	D	E	MAY	also permit correction
404-(j)	Receive	S	E	MAY	obtain the right to inspect
404-(j)	Identify	I	E	SHALL	designate an alternate representative
405-(b)(2)(iii)	Decide	D	E	MAY	approve any additions to
406-(b)(1)	Alter	D	E	MAY	include the clause in the initial award
406-(b)(2)	Decide	D	E	MAY	permit the contractor to identify
406-(b)(2)	Alter	D	E	MAY	alter the Additional Data Requirements clause
406-(d)(3)	Solve	D	E	SHALL	review the technical data
406-(d)(4)	Alter	P	E	SHALL	include contractual provisions
407-(a)	Ask for	C	E	MAY	desire to acquire unlimited rights
408-(a)	Alter	P	E	MAY	limit the acquisition
409-(a)(i)					MC, 52.227-14, Alternates I through IV
409-(c)	Execute	D	E	SHALL	assure that the purposes
409-(d)					MC, 52.227-14, Alternate III
409-(e)					MC, NM, 52.227-14, Alternate IV
409-(f)					MC, 52.227-14, Alternate V
409-(g)					MC, 52.227-15
409-(h)					MC, 52.227-16

PARA	BEHAVIOR	ACTIVITY	EXPL/ IMPL	STATEMENT	REQUIREMENT
409-(i)					MC, 52.227-17
409-(j)					MC, 52.227-18
409-(k)	Execute	D	E	SHALL	assure that the contract contains terms
409-(q)					MC, 52.227-21
409-(r)					MC, 52.227-21
409-(s)					MC, 52.227-23
Part 28					
101-2	Alter	D	E	SHALL	determine a bid guarantee amount
101-3(b)					MC, 52.228-1
102-2(c)(2)	Solve	D	E	SHALL	consider the contract price
103-2(d)	Solve	D	E	MUST	determine the contractor's responsibility
103-3(b)	Solve	D	E	SHALL	determine the penal amount
105-1	Solve	D	E	SHALL	determine the amount of the advance payment
105-2(b)	Solve	D	E	SHALL	determine the penal sum
106-2(b)	Advise	C	E	SHALL	notify the surety of the original bond
106-4					MC, 52.228-2
106-5(a)	Alter	P	E	SHALL	obtain the consent of surety
106-6(b)	Inform	C	E	SHALL	furnish the name and address
106-7(b)	Alter	P	E	SHALL	withhold final payment
106-7(b)	Decide	D	E	WILL	authorize final payment

PARA	BEHAVIOR	ACTIVITY	EXPL/ IMPL	STATEMENT	REQUIREMENT
202-1(a)(3)	Direct	C	E	SHALL	require reinsurance agreements to be executed
202-1(a)(4)	Decide	D	E	MAY	accept a bond
202-1(c)	Solve	D	E	SHALL	review the outstanding contracts
202-1(c)	Execute	D	E	SHALL	and take action necessary to protect
202-2(a)	Solve	D	E	SHALL	determine the acceptability of individuals
202-2(a)	Solve	D	E	SHALL	consider the number and amount
203-1	Execute	D	E	SHALL	turn securities over, deposit them
306-(b)	Direct	C	E	MAY	require additional coverage
307-2(b)	Direct	C	E	SHALL	require bodily injury liability insurance
307-2(c)	Direct	C	E	SHALL	require automobile liability insurance
307-2(d)	Direct	C	E	SHALL	require aircraft public and passenger liability
307-2(e)	Direct	C	E	SHALL	require vessel collision liability
308-(d)	Solve	D	E	SHALL	consider the following factors:
309-(a)					MC, 52.228-3
309-(b)					MC, 52.228-4
310-(a)					MC, 52.228-5
310-(b)					MC, 52.228-5
311-1					MC, 52.228-6
311-2					MC, 52.228-7
311-2					MC, 52.228-7, Alternate I, II
312					MC, 52.228-8
313-(a)					MC, 52.228-9

PARA	BEHAVIOR	ACTIVITY	EXPL/ IMPL	STATEMENT	REQUIREMENT
313-(b)					MC, 52.228-10
Part 29					
101-(a)	Ask for	C	E	SHALL	request assistance from the agency
101-(b)	Talk	C	E	SHALL	consult the agency-designated counsel
101-(d)	Talk	C	E	SHOULD	consult the agency-designated counsel
201-(b)	Ask for	C	E	SHOULD	solicit prices on a tax-exclusive basis
202-(d)	Inform	C	E	SHALL	furnish the seller an exemption certificate
302-(b)	Inform	C	E	SHALL	provide a Standard Form 1094
303-(c)	Search	S	E	SHALL	seek review and advice from the agency
304-(2)	Receive	S	E	SHALL	secure from the contractor certified statements
304-(3)	Execute	D	E	SHALL	ensure that contractors comply
401-1					MC, 52.229-1
401-2					MC, 52.229-2
401-3					MC, 52.229-3
401-4					MC, 52.229-4
401-4	Execute	D	E	SHALL	ensure that the contract does not include
401-5					MC, 52.229-5
401-6(b)					MC, 52.229-10
402-1(a)					MC, 52.229-6
402-1(b)					MC, 52.229-7

PARA	BEHAVIOR	ACTIVITY	EXPL/ IMPL	STATEMENT	REQUIREMENT
402-2(a)					MC, 52.229-8
402-2(b)					MC, 52.229-9
Part 30					
201-1(b)(c)	Use	D	E	SHALL	this exemption from CAS shall be used
201-3(a)					MC, 52.230-1
201-3(b)					MC, 52.230-2
201-4(a)					MC, 52.230-3
201-4(b)					MC, 52.230-4
201-4(c)					MC, 52.230-5
201-4(d)					MC, 52.230-6
201-5(a)	Process	P	E	SHALL	prepare a request for waiver
202-6(a)	Execute	D	E	MUST	ensure that the offeror has made
202-6(b)	Decide	D	E		waives the requirement
305	Solve	D	I	SHALL	be considered where appropriate
305-(e)	Solve	D	I		consider whether such impacts
305-(d)	Decide	D	E	MAY	enter into an agreement
401-61	Decide	D	E		to be decided by government procurement authorities
405-60(a)	Inform	C	E		issues a written decision which supports
405-60(c)	Inform	C	E		issues a written decision supporting
409-50(e)(5)	Decide	D	I	MAY	agree on the estimated service life

PARA	BEHAVIOR	ACTIVITY	EXPL/ IMPL	STATEMENT	REQUIREMENT
409-50(j)(3)	Identify	I	I	MAY	account for gains and losses
409-60(d)	Decide	D	I	MAY	agree in advance to depreciate the facility
414-50(c)(3)	Decide	D	I	MAY	agree to substitute an appropriate statistical
418-50(f)	Decide	D	I	MAY	agree to a special allocation
420-60(f)	Decide	D	E		agree that the nature of the business
601-(a)	Execute	D	E	SHALL	ACO/perform CAS administration
601-(b)	Ask for	C	E	SHALL	request the cognizant ACO to perform
602	Inform	C	E	SHALL	ACO/inform the contractor(s) that the government
602	Use	D	E	SHALL	use the criteria in 30.305
602-1(a)	Execute	D	E	SHALL	ensure that the contractor's response is
602-1(c)	Advise	C	E	SHALL	encourage contractors to submit to the ACO
602-1(d)	Search	S	E	SHALL	ACO/review the proposed change
602-1(e)	Solve	D	E	SHALL	ACO/promptly analyze the proposal
602-1(e)	Ask for	C	E	SHALL	ACO/invite contracting offices to participate
602-1(e)(1)	Execute	D	E	SHALL	ACO/execute supplemental agreement
602-1(e)(2)	Process	P	E	SHALL	ACO/prepare a negotiation memorandum
602-1(e)(3)	Inform	C	E	SHALL	ACO/furnish copies of the memorandum
602-1(f)	Solve	D	E	SHALL	ACO/estimate the cost impact on contracts
602-1(f)	Ask for	C	E	SHALL	ACO/request the contractor to agree to the cost
602-1(f)	Solve	D	E	SHALL	ACO/consider appropriate action to protect
602-2(a)	Decide	D	E	SHALL	ACO/make a initial finding of compliance
602-2(b)	Advise	C	E	SHALL	ACO/immediately notify the contractor

PARA	BEHAVIOR	ACTIVITY	EXPL/ IMPL	STATEMENT	REQUIREMENT
602-2(c)(2)	Advise	C	E	SHALL	ACO/notify the contractor and request
602-2(c)(2)	Ask for	C	E	SHALL	ACO/request a cost impact proposal
602-2(c)(4)	Use	D	E	SHALL	ACO/follow the procedures in 30.602-1(e)
602-2(d)	Search	S	E	SHALL	ACO/review the reasons why the contractor
602-2(d)(1)	Advise	C	E	SHALL	ACO/notify the contractor
602-2(d)(1)	Inform	C	E	SHALL	ACO/send a copy to the auditor
602-2(d)(2)	Solve	D	E	SHALL	ACO/determine the cost impact of non-compliance
602-2(d)(2)	Alter	P	E	SHALL	ACO/withhold an amount not to exceed
602-2(d)(3)	Advise	C	E	SHALL	ACO/notify the contractor
602-2(d)(3)	Ask for	C	E	SHALL	ACO/request agreement as to the cost
602-2(d)(3)	Solve	D	E	SHALL	ACO/consider appropriate action to protect
602-2(d)(4)	Advise	C	E	SHALL	ACO/notify the contractor in writing
602-3(b)	Search	S	E	SHALL	ACO/review the accounting change
602-3(b)	Advise	C	E	SHALL	ACO/notify the contractor
602-3(b)	Ask for	C	E	SHALL	ACO/request that the contractor submit
602-3(c)	Solve	D	E	SHALL	ACO/analyze the cost impact
602-3(c)	Solve	D	E	SHALL	ACO/consider all of the contractors affected
602-3(d)	Solve	D	E	SHALL	ACO/estimate the cost impact on contracts
602-3(d)	Execute	D	E	MAY	ACO/may withhold an amount not to exceed
602-3(d)	Solve	D	E	SHALL	ACO/consider appropriate action
602-3(d)	Solve	D	E	SHALL	ACO/make the determination
602-3(d)	Advise	C	E	SHALL	ACO/the ACO cognizant of the prime contractor

PARA	BEHAVIOR	ACTIVITY	EXPL/ IMPL	STATEMENT	REQUIREMENT
Part 31					
103-(b)	Use	D	E	SHALL	incorporate the cost principles
104-(a)	Use	D	E	SHALL	incorporate the cost principles
104-(b)	Solve	D	I		evaluating costs in connection with negotiations
105-(b)	Use	D	I	SHALL	pricing of contracts and contract modifications
105-(c)	Use	D	E	SHALL	incorporate the cost principle
105-(d)(2)(i)(A)	Search	S	E	SHOULD	review the computations and factors
105-(d)(2)(i)(A)	Execute	D	E	SHOULD	ensure that unallowable or unacceptable factors
106-1	Use	D	E	SHALL	incorporate the cost principles and procedures
106-2(b)	Decide	D	E	SHOULD	advance agreements should be made
109-(a)	Search	S	E	SHOULD	seek advance agreement on the
109-(b)	Execute	D	I	MUST	executed by both contracting parties
109-(e)	Decide	D	E	SHALL	negotiate advance agreements
109-(e)	Decide	D	E	SHALL	negotiated by a contracting officer
109-(e)	Talk	C	E	SHALL	coordinate the proposed agreement
203-(f)	Use	D	I	SHOULD	special care should be exercised
205-6(b)	Solve	D	E	WILL	consider, not only any circumstances
205-6(b)(2)(i)	Solve	D	I	SHOULD	determination should be made
205-6(b)(2)(ii)	Screen	I	E	SHOULD	challenge increased costs
205-6(j)(3)(iv)	Advise	C	I		the government will participate despite
205-1(m)(2)	Decide	D	I	SHALL	depreciation charges shall not be allowed

PARA	BEHAVIOR	ACTIVITY	EXPL/ IMPL	STATEMENT	REQUIREMENT
205-13(c)	Use	D	I	SHALL	such profits shall be treated as if
205-16(b)	Solve	D	I	SHALL	be considered as adjustments of depreciation
205-18(c)(1)(v)	Inform	C	I	SHALL	be provided the contractor
205-18(c)(1)(v)	Inform	C	E	SHALL	furnish a determination of the reduced amount
205-18(c)(2)(iv)	Decide	D	I	MAY	an advance agreement may be negotiated
205-41(b)(3)	Solve	D	E		determines that the administrative burden
205-42(a)	Solve	D	E	SHOULD	consider the contractor's plans
205-44(h)(1)	Solve	D	E	SHALL	give consideration to such factors
205-47(d)	Solve	D	E		determines that the costs were incurred
205-47(g)	Execute	D	E	SHALL	generally withhold payment of such costs
205-47(g)	Decide	D	E	MAY	provide for conditional payment
303-(a)	Solve	D	E		allowability of costs determined
603-(a)	Solve	D	E		determined by the contracting officer
703-(a)	Solve	D	E		determined by the contracting officer
Part 32					
103	Decide	D	E	SHALL	determinations to retain and the specific amount
103	Alter	P	I	MAY	be adjusted as the contract approaches
104-(b)	Execute	D	E	SHALL	give special attention
106	Solve	D	E	SHALL	consider the following order of preference
108	Use	D	I	SHOULD	use the services of contract financing

PARA	BEHAVIOR	ACTIVITY	EXPL/ IMPL	STATEMENT	REQUIREMENT
108	Talk	C	E	SHOULD	consult the appropriate contract financing office
110	Execute	D	E	SHALL	act as necessary to comply
111-(a)(1)					MC, 52.232-1
111-(a)(2)					MC, 52.232-2
111-(a)(3)					MC, 52.232-3
111-(a)(4)					MC, 52.232-4
111-(a)(5)					MC, 52.232-5
111-(a)(6)					MC, 52.232-6
111-(b)					MC, 52.232-7
111-(b)					MC, 52.232-7, Alternate I
111-(b)					MC, 52.232-7, Alternate II
111-(c)(1)					MC, 52.232-8
111-(c)(2)					MC, 52.232-9
111-(d)(1)					MC, 52.232-10
111-(d)(2)					MC, 52.232-11
304-2(a)	Process	P	E	SHALL	prepare the certificate of eligibility
304-2(a)	Decide	D	E	SHALL	deems to be of material consequence
304-3(c)	Process	P	I	SHOULD	be processed without delay
304-2(e)	Solve	D	E	SHALL	consider the following factors
304-2(f)	Alter	P	E	SHALL	attach sufficient data to the certificate
304-2(f)	Alter	P	I	SHALL	information shall be included
304-2(g)	Write	P	I	SHALL	be documented

PARA	BEHAVIOR	ACTIVITY	EXPL/ IMPL	STATEMENT	REQUIREMENT
304-2(g)	Inform	C	I	SHALL	furnished to the agency
304-2(j)	Inform	C	E	SHALL	report to the agency
402-(c)	Direct	C	E	SHALL	recommend that the agency authorize
402-(f)	Execute	D	E	SHALL	ensure conformance with the requirements
407-(a)	Alter	P	E	SHALL	charge interest on the daily unliquidated balance
407-(b)	Alter	P	I	SHALL	payments shall be adjusted
407-(b)	Receive	S	E	SHALL	obtain data from the depository
407-(b)	Solve	D	I	SHALL	interest shall be computed at the end
407-(e)	Direct	C	E	MAY	require the contractor to charge interest
409	Direct	C	E	SHALL	recommend approval or disapproval
409	Inform	C	E	SHALL	transmit the request and recommendation
409-1	Inform	C	E	SHALL	transmit the following
409-2	Inform	C	E	SHALL	under agency procedures, transmit
409-3(a)	Execute	D	E	SHALL	enter into an agreement
409-3(c)	Direct	C	E	SHOULD	provide for a paramount lien
409-3(d)	Alter	P	E	MAY	supplement these as necessary
409-3(d)(5)	Alter	P	E	MAY	omit the requirement for deposit of advances
411	Use	D	E	SHALL	use substantially the following form of agreement
412-(a)					MC, 52.232-12
412-(b)					MC, 52.232-12, Alternate I
412-(f)	Alter	P	E	SHALL	insert in the solicitation or contract
501-2(a)	Inform	C	E	MAY	provide unusual progress payments only if

PARA	BEHAVIOR	ACTIVITY	EXPL/ IMPL	STATEMENT REQUIREMENT	REQUIREMENT
501-3(a)(3)	Alter	P	E	MAY	provisionally increase the price up to
501-4(d)	Use	D	E	SHOULD	apply the following criteria in evaluating
501-5	Use	D	I	MAY	terms such as the following may be used
502-1(a)	Direct	C	E	MAY	provide for customary progress payments
502-1(d)(1)	Use	D	E	SHALL	apply the standards in paragraphs (a)
502-1(d)(2)	Use	D	E	SHOULD	establish a single liquidation rate
502-2	Receive	S	E	SHALL	obtain the approval of the contract finance office
502-3(a)					MC, 52.232-13
502-3(b)(2)					MC, 52.232-14
502-3(c)					MC, 52.232-15
502-4(a)					MC, 52.232-16
502-4(b)					MC, 52.232-16, Alternate I
502-4(c)					MC, 52.232-16, Alternate II
503-4(a)	Use	D	E	MAY	ACO/rely upon that accounting system
503-4(b)	Ask for	C	E	SHOULD	ACO/ask for a review or audit
503-5(a)	Search	S	E	SHALL	postpayment reviews shall be made periodically
503-5(c)(3)	Process	P	E	MAY	treat a group of orders as a single unit
503-6(a)(1)	Execute	D	E	SHALL	take these actions in accordance
503-6(a)(2)	Execute	D	E	SHALL	take immediate unilateral action
503-6(a)(3)(i)	Execute	D	E	SHALL	act fairly and reasonable
503-6(a)(3)(ii)	Use	D	E	SHALL	base decisions on substantial evidence
503-6(a)(3)(iii)	Write	P	E	SHALL	document the contract file

PARA	BEHAVIOR	ACTIVITY	EXPL/ IMPL	STATEMENT	REQUIREMENT
503-6(c)(1)	Direct	C	E	SHALL	require the contractor to make
503-6(c)(2)	Decide	D	E	SHALL	suspend progress payments
503-6(d)(1)	Alter	P	E	SHALL	eliminate the costs of the excessive inventory
503-6(d)(2)	Use	D	E	SHALL	apply additional deductions to billings
503-6(f)(2)	Search	S	E	SHALL	monitor the relationship of unliquidated
503-6(f)(2)	Execute	D	E	SHALL	take appropriate action to eliminate
503-6(g)(2)	Alter	P	E	SHALL	shall be modified
503-6(g)(2)(i)	Alter	P	E	SHALL	revised
503-6(g)(3)	Use	D	E	MAY	use audit assistance, technical services
503-6(g)(3)(i)	Process	P	E	SHALL	prepare a supplementary analysis
503-6(g)(3)(ii)	Advise	C	E	SHALL	advise the contractor
503-6(g)(3)(iii)	Alter	P	E	SHALL	adjust all further progress payments
503-9(a)	Alter	P	E	MAY	reduce the liquidation
503-9(b)	Alter	P	E	SHALL	change the liquidation rate
503-9(b)(1)	Alter	P	I	SHALL	the rate shall be increased
503-9(b)(2)	Alter	P	I	SHALL	be increased or decreased in keeping
503-9(c)	Inform	C	E	SHALL	issue a contract modification
503-10(a)	Execute	D	E	SHALL	ensure that the liquidation rate is
503-10(b)(2)	Alter	P	E	MAY	adjust the estimated cost
503-11(a)(1)	Decide	D	E	SHALL	determine the refund due
503-11(a)(2)	Alter	P	E	SHALL	increase the unliquidated progress payments
503-11(b)	Alter	P	E	SHALL	also increase the unliquidated progress payments

PARA	BEHAVIOR	ACTIVITY	EXPL/ IMPL	STATEMENT	REQUIREMENT
503-12(a)	Execute	D	E	SHALL	ensure that any excess of the unliquidated
503-13	Solve	D	E	SHALL	occasionally compare the quarterly statement
503-13	Execute	D	E	SHOULD	ensure that costs of delivered items
503-14(a)	Use	D	E	MAY	ACO/rely upon the contractor's certification
503-14(b)	Direct	C	E	SHALL	ACO/request additional protective provisions
503-14(c)	Alter	P	E	MAY	ACO/suspend or reduce progress payments
503-14(c)	Talk	C	E	SHOULD	ACO/consult with legal counsel
503-15(c)	Direct	C	E	SHALL	require the contractor to credit the cost
504-(a)	Execute	D	E	SHALL	encourage the contractor to provide
504-(c)	Use	D	I	SHALL	be guided by the policies in 32.501-2
504-(c)	Inform	C	E	SHALL	issue a contract modification
504-(d)	Execute	D	E	SHALL	ensure that the contractor has installed
504-(f)	Decide	D	E	SHALL	accept the progress payments
605-(a)	Talk	C	E	SHALL	cooperate fully with each other
605-(a)(1)	Solve	D	E	SHALL	discover promptly when a contract debt
605-(a)(2)	Solve	D	E	SHALL	ascertain the correct amount
605-(a)(2)	Execute	D	E	SHALL	act promptly and effectively
605-(a)(4)	Execute	D	E	SHALL	administer deferment of collection
605-(a)(5)	Inform	C	E	SHALL	provide up-to-date information
606-(a)	Decide	D	I	SHALL	determine promptly whether an actual debt
606-(b)	Solve	D	I	SHALL	consider both the government's claim
606-(c)	Write	D	I	SHALL	establish a control record

PARA	BEHAVIOR	ACTIVITY	EXPL/ IMPL	STATEMENT	REQUIREMENT
608-(a)	Execute	D	I	SHALL	ensure that any negotiations concerning debt
608-(a)	Decide	D	I	SHALL	make a unilateral determination
608-(c)	Inform	C	E	SHALL	issue a decision as required
609-(a)	Write	P	I	SHALL	write a memorandum to document
613-(a)	Receive	S	I		receives a written request from the contractor
613-(a)	Search	S	I	SHALL	promptly review the request to see
614-2(a)	Use	D	I	SHALL	credit shall be applied
614-2(b)	Decide	D	I	SHALL	credits shall be computed
614-2(b)(1)	Execute	D	I	SHALL	shall be charged on the reduced debt
617-(a)					MC, 52.232-17
617-(b)					NM, 52.232-17
617-(b)	Solve	D	I		it is contemplated that the contract
702	Receive	S	E	SHALL	obtain written assurance from responsible
702	Alter	P	E	SHALL	expressly condition the contract upon availability
703-2(a)	Execute	D	E	MAY	initiate a contracting action
704-(a)(1)	Receive	S	E	SHALL	obtain funding and programming information
704-(a)(1)	Advise	C	E	SHALL	notify the contractor in writing
704-(a)(2)	Inform	C	E	SHALL	promptly give the contractor written notice
704-(b)	Inform	C	E	MAY	issue a change order
704-(b)	Execute	D	E	SHALL	ensure availability of funds
704-(b)	Direct	C	E	MAY	direct that any increase in the estimated cost
705-1(a)					MC, 52.232-18

PARA	BEHAVIOR	ACTIVITY	EXPL/ IMPL	STATEMENT	REQUIREMENT
705-1(b)					MC, 52.232-19
705-2(a)					MC, 52.232-20
705-2(b)					MC, 52.232-21
705-2(c)					MC, 52.232-22
805-(d)	Execute	D	E	SHOULD	assume that the following conditions
805-(d)(1)	Decide	D	I	SHOULD	has been properly approved
805-(d)(2)	Process	P	I	MAY	claims may be assigned
806-(a)(1)					MC, 52.232-23
806-(a)(2)					MC, 52.232-23, Alternate I
806-(b)					MC, 52.232-24
905-(a)(1)(ii)	Talk	C	E	MAY	specify a longer period for constructive
905-(a)(1)(ii)	Identify	I	I	SHALL	indicate the justification for extending
905-(b)(4)	Talk	C	E	MAY	specify a longer period for constructive
905-(c)(1)	Talk	C	E	MAY	specify a longer period in the solicitation
905-(c)(2)	Talk	C	I	SHALL	be specified in the contract
905-(c)(5)	Identify	I	E	MAY	specify a longer period for constructive
908-(a)					MC, 52.232-26
908-(b)					MC, 52.232-27
908-(c)					MC, 52.232-25
908-(d)					MC, 52.232-28
909	Talk	C	E	SHALL	coordinate within appropriate channels

PARA	BEHAVIOR	ACTIVITY	EXPL/ IMPL	STATEMENT	REQUIREMENT
Part 33					
102-(a)	Solve	D	E	SHALL	consider all protests
102-(a)	Inform	C	E	SHALL	be notified in writing
103-(b)(1)	Receive	S	I		protest against the making of an award is received
103-(b)(1)	Solve	D	I	SHOULD	consideration should be given
103-(b)(2)	Solve			SHOULD	consider seeking a mutual agreement
103-(b)()2	Process	P	I	SHALL	handled in accordance with agency procedures
104-(a)(4)	Inform	C	I	SHALL	be given notice of the protest
104-(a)(4)	Inform	C	I	SHALL	give immediate notice of the protest
104-(a)(5)	Process	P	I	SHALL	submit a complete report to GAO
104-(a)(6)(i)	Process	P	E	SHALL	begin compiling the information
104-(c)(1)	Execute	D	E	SHALL	suspend performance or terminate
104-(c)(4)	Talk	C	E	SHOULD	negotiate a mutual agreement
104-(d)	Alter	P	E	SHALL	include the written findings
104-(d)	Inform	C	E	SHALL	give written notice of the decision
106-(a)					MC, 52.233-2
106-(b)					MC, 52.233-3
106-(b)					MC, 52.233-3, Alternate I
204	Solve	D	E	SHOULD	consider the use of informal discussions
205-(a)	Ask for	C	E	SHOULD	seek legal advice
205-(b)	Alter	P	E	MAY	a contract may be reformed or rescinded

PARA	BEHAVIOR	ACTIVITY	EXPL/ IMPL	STATEMENT	REQUIREMENT
205-(b)	Write	P	E	SHALL	make written decisions
205-(b)	Use	D	E	SHALL	prepared with the advice and assistance
205-(b)	Decide	D	E	SHALL	granting or denying relief
206-(a)	Write	P	E	SHALL	document the contract file
206-(b)	Inform	C	E	SHALL	issue a written decision
209	Direct	C	E	SHALL	refer the matter to the agency
211-(a)(1)	Search	S	E	SHALL	review the facts pertinent
211-(a)(2)	Receive	S	E	SHALL	secure assistance
211-(a)(3)	Talk	C	E	SHALL	coordinate with the contract administration
211-(a)(4)	Process	P	E	SHALL	prepare a written decision
211-(b)	Inform	C	E	SHALL	furnish a copy of the decision
211-(c)	Inform	C	E	SHALL	issue the decision
211-(d)	Inform	C	E	SHALL	issue a decision within a reasonable time
212	Inform	C	E	SHALL	provide data, documentation, information
213-(b)	Solve	D	E	SHALL	consider providing, through appropriate
214					MC, 52.233-1
214					MC, 52.233-1, Alternate I
Part 34					
005-1(b)	Execute	D	E	SHOULD	time solicitation issuance and contract award
005-2(a)	Execute	D	E	SHOULD	take the actions outline in subparagraphs

PARA	BEHAVIOR	ACTIVITY	EXPL/ IMPL	STATEMENT	REQUIREMENT
005-2(a)(1)	Inform	C	E	SHOULD	be sent as wide a selection of potential sources
005-2(a)(2)	Talk	C	E		hold a presolicitation conference
005-2(a)(2)	Inform	C	E		send copied of the proposed solicitations
005-2(a)(2)	Solve	D	E		evaluation of these comments
005-2(a)(2)	Alter	P	E	SHOULD	the solicitation should be revised
005-2(b)	Inform	C	E	SHALL	send the final solicitation to all
005-3	Execute	D	E	SHALL	shall be awarded
005-4	Inform	C	E	SHOULD	provide contractors with operational test
005-6	Execute	D	E	MAY	may be awarded
Part 35					
004-(a)	Search	S	I	SHALL	continually search for
004-(a)	Process	P	I	SHALL	develop information on sources
004-(a)(1)	Identify	I	I	SHOULD	identification and publication of agency R and D
004-(a)(1)	Inform	C	I	SHOULD	publication of agency R and D needs
004-(a)(2)	Talk	C	I	SHOULD	cooperate among technical personnel
004-(a)(3)	Inform	C	I	SHOULD	provide R and D points of contact
005-(c)	Execute	D	E	SHOULD	ensure that language suitable for
005-(d)	Solve	D	E	SHALL	contracting personnel shall consider
005-(d)	Inform	C	E	SHALL	provide in the solicitation
006-(b)	Receive	S	E	SHOULD	after obtaining the recommendation

PARA	BEHAVIOR	ACTIVITY	EXPL/ IMPL	STATEMENT	REQUIREMENT
006-(c)	Solve	D	I	SHOULD	be considered
007-(a)	Inform	C	E	SHOULD	initially distribute solicitations
007-(b)	Inform	C	E	SHALL	furnish copies of the solicitation
007-(f)	Solve	D	E	SHALL	consider management capability
007-(g)	Execute	D	E	SHOULD	ensure that each prospective offeror
007-(g)	Process	C	E	SHOULD	provide prospective offerors
008-(b)	Receive	S	E	SHOULD	take special care in reviewing the solicitation
008-(d)	Use	D	E	SHOULD	use the procedures in Subpart 15.10
008-(d)	Inform	C	E	SHOULD	notify and debrief offerors
009	Receive	S	E	SHOULD	obtain complete information
009	Solve	D	E	MAY	evaluate this information
009	Receive	S	E	MAY	obtain an agreement that protects the government
010-(b)	Use	D	E	SHALL	follow agency regulations regarding such matters
Part 36					
103-(a)	Execute	D	E	SHALL	acquire construction using sealed bid procedures
103-(b)	Talk	C	E	SHALL	acquire architect-engineering services by negotiation
103-(b)	Decide	D	E	SHALL	select sources in accordance with
201-(a)(2)	Search	S	I	SHOULD	responsible for monitoring contract performance
201-(a)(3)	Advise	C	I	SHALL	advised in writing
201-(a)(3)	Alter	P	I	SHALL	include them in the report

PARA	BEHAVIOR	ACTIVITY	EXPL/ IMPL	STATEMENT	REQUIREMENT
201-(a)(3)	Decide	D	I	SHALL	resolve any alleged factual discrepancies
201-(a)(3)	Alter	P	I	SHALL	make appropriate changes in the report
201-(c)(2)	Solve	D	E	MAY	consider performance reports
203-(a)	Direct	C	E	MAY	require an estimate
205-(b)	Alter	P	E	MAY	include a provision in the solicitation
206	Solve	D	E	SHALL	evaluate the need for liquidated damages
210	Execute	D	E	SHOULD	make appropriate arrangements
210	Alter	P	I	SHOULD	a record should be kept
211	Advise	C	E	MAY	send notices and solicitations to organizations
211	Decide	D	E	MAY	determine the geographical extent of distribution
301	Use	D	E	SHALL	follow the procedures for sealed bidding
302-(a)	Inform	C	E	SHALL	send presolicitation notices to
303-(c)	Execute	D	E	SHOULD	assure that each invitation for bids
303-d	Inform	C	E	SHALL	send invitations for bids to prospective bidders
303-d	Inform	C	E	SHOULD	send them to other prospective bidders
305	Direct	C	E	SHALL	conduct a preconstruction conference
402-(b)	Solve	D	E	SHALL	evaluate proposals
402-(b)	Screen	I	E	SHALL	compare then to the government estimate
402-(b)(1)	Ask for	C	E	SHOULD	request the offeror to submit cost data
402-(b)(2)	Execute	D	E	SHALL	make sure both the offeror and the government
403	Use	D	E	MAY	use a cost-reimbursement contract
501-(b)					MC, 52.236-1

PARA	BEHAVIOR	ACTIVITY	EXPL/ IMPL	STATEMENT	REQUIREMENT
501-(b)	Alter	P	E	MAY	insert the clause in solicitations
502					MC, 52.236-2
502	Alter	P	E	MAY	insert the clause in solicitations
503					MC, 52.236-3
503	Alter	P	E	MAY	insert the clause in solicitations
504					MC, 52.236-4
505					MC, 52.236-5
506					MC, 52.236-6
506	Alter	P	E	MAY	insert the clause in solicitations
507					MC, 52.236-7
508					MC, 52.236-8
508	Alter	P	E	MAY	insert the clause in solicitations
509					MC, 52.236-9
509	Alter	P	E	MAY	insert the clause in solicitations
510					MC, 52.236-10
510	Alter	P	E	MAY	insert the clause in solicitations
511					MC, 52.236-11
511	Alter	P	I	MAY	the clause may be inserted
512					MC, 52.236-12
512	Alter	P	I	MAY	insert the clause in solicitations
513					MC, 52.236-13
513	Alter	P	E	MAY	insert the clause in solicitations

PARA	BEHAVIOR	ACTIVITY	IMPL	EXPL/ STATEMENT	REQUIREMENT
513					MC, 52.236-13, Alternate I
514					MC, 52.236-14
515					MC, 52.236-15
516					MC, 52.236-16
517					MC, 52.236-17
518					MC, 52.236-18
519					MC, 52.236-19
520					MC, 52.236-20
521					MC, 52.236-21
521					MC, 52.236-21, Alternate I
521					MC, 52.236-21, Alternate II
602-4(b)	Talk	C	E	MAY	negotiate in accordance with 36.606
604-(a)(1)	Process	P	I	SHALL	a performance evaluation report shall be prepared
604-(a)(2)	Process	P	I	SHALL	the report shall be prepared
606-(a)	Use	D	I	SHALL	conducted in accordance with Part 15
606-(b)	Ask for	C	E	SHOULD	request a proposal from the firm
606-(b)	Execute	D	E	SHOULD	ensuring that the solicitation
606-(c)	Inform	C	E	SHALL	inform the firm that no construction contract
606-(d)	Search	S	E	SHOULD	seek advance agreement on any charges
606-(f)	Receive	S	E	SHALL	obtain a written best and final offer
606-(f)	Execute	D	E	SHALL	initiate negotiations with the next firm
606-(f)	Direct	C	E	SHALL	refer the matter to the selection authority

PARA	BEHAVIOR	ACTIVITY	EXPL/ IMPL	STATEMENT	REQUIREMENT
607	Inform	C	E	MAY	release information identifying only
607	Inform	C	E	MAY	release that information
607	Inform	C	E	MAY	the contracting officer may release that
608	Solve	D	E	SHALL	consider the extent to which
608	Alter	P	E	SHALL	include in the contract file
609-1(b)	Inform	C	E	SHOULD	make available to the contractor
609-1(c)					MC, 52.236-22
609-2(a)	Alter	P	E	SHALL	include a written statement
609-2(b)					MC, 52.236-23
609-3					MC, 52.236-24
609-4					MC, 52.236-25
701-(a)	Use	D	E	SHALL	use Standard Form 1417
701-(b)	Alter	P	E	SHALL	insert in the blank provided in Block 13D
701-(d)	Use	D	E	SHOULD	use Standard Form 1419
702-(a)	Use	D	E	SHALL	use Standard Form 252
Part 37					
103-(a)(1)	Solve	D	E	SHALL	determine whether the proposed service
103-(a)(2)	Receive	S	E	SHALL	obtain the review of legal counsel
103-(a)(3)	Write	P	E	SHALL	document the file with the opinion of legal
110-(a)					MC, 52.237-1

PARA	BEHAVIOR	ACTIVITY	EXPL/ IMPL	STATEMENT	REQUIREMENT
110-(b)					MC, 52.237-2
110-(c)					MC, 52.237-3
110-(e)	Alter	P	E	SHALL	insert in solicitation and contracts
110-(f)					MC, 52.237-8
207	Solve	D	E		determining whether any requested contractual action
207	Search	S	E	SHALL	verify that action is taken
302	Direct	C	E	MAY	require the contractor to furnish
303-(b)	Solve	D	E	SHALL	consider the usefulness to the government
303-(b)	Solve	D	E	SHALL	determine the fair market value
304-(a)					MC, 52.237-4
304-(a)					MC, 52.237-4, Alternate I
304-(b)					MC, 52.237-5
304-(c)					MC, 52.237-6
402	Receive	S	E	SHALL	obtain evidence of insurability
403					MC, 52.237-7
Part 38					
201-(a)	Talk	C	E	SHALL	coordinate with the General Services Administration
203-(a)	Use	D	E	SHALL	comply with the policies and procedures
203-(a)	Alter	P	E	MAY	include additional provisions and clauses
204	Process	P	E	SHALL	publish schedules by commodity or service

PARA	BEHAVIOR	ACTIVITY	EXPL/ IMPL	STATEMENT	REQUIREMENT
205-(a)	Talk	C	E	SHALL	exercise general supervision
205-(b)	Inform	C	E	SHALL	issue final decisions
205-(c)	Decide	D	E	SHALL	terminate schedule contracts
205-(d)	Alter	P	E	SHALL	make necessary charges to the schedule
Part 39					
001	Use	D	I	SHALL	follow the policies and procedures
Part 42					
202-(d)(1)	Alter	P	E	SHALL	enter on the contract the name
202-(d)(2)	Inform	C	E	SHALL	provide any special instruction
202-(d)(3)	Alter	P	E	SHALL	include, along with the contract
202-(d)(4)	Advise	C	E	SHALL	advise the contractor
202-(e)(1)	Execute	D	I	SHALL	perform the functions listed
202-(e)(2)	Execute	D	I	SHALL	perform the functions listed
202-(e)(3)	Talk	C	I	SHALL	serve as a focal point for inquiries
202-(e)(4)	Ask for	C	I	SHALL	request supporting contract administration
203-(b)	Ask for	C	I	MAY	ACO/request supporting contract administration
204-(a)	Ask for	C	I	MAY	ACO/request supporting contract administration
204-(c)	Identify	I	E	MAY	ACO/designate certain high risk or critical

PARA	BEHAVIOR	ACTIVITY	EXPL/ IMPL	STATEMENT	REQUIREMENT
205	Write	P	E	SHALL	ACO/enter on the contract the name and address
206-(a)	Execute	D	E	SHALL	ACO/reassign a contract for administration
206-(b)	Execute	D	E	SHALL	ACO/reassign a contract for administration
206-(c)	Use	D	E	SHALL	ACO/use a unilateral contract modification
206-(d)	Direct	C	E	MAY	ACO/recall a contract or function previously assigned
302-(a)(1)	Search	S	I		ACO/review the contractor's compensation structure
302-(a)(2)	Search	S	I		ACO/review the contractor's insurance plans
302-(a)(3)	Direct	C	I		ACO/conduct post-award orientation
302-(a)(4)	Search	S	I		ACO/review and evaluate contractor's proposals
302-(a)(4)	Solve	D	I		ACO/evaluate contractor's proposals
302-(a)(5)	Talk	C	I		ACO/negotiate forward pricing rate agreements
302-(a)(6)	Talk	C	I		ACO/negotiate advance agreements
302-(a)(7)	Solve	D	I		ACO/determine the allowability of cost
302-(a)(8)	Inform	C	I		ACO/issue notices of intent
302-(a)(9)	Decide	D	I		ACO/establish final indirect cost rates
302-(a)(10)	Process	P	I		ACO/prepare findings of fact
302-(a)(10)	Inform	C	I		ACO/issue decisions under disputes
302-(a)(11)(i)	Solve	D	I		ACO/determine the adequacy of the contractor's
302-(a)(11)(ii)	Solve	D	I		ACO/determine whether disclosure statements
302-(a)(11)(iii)	Solve	D	I		ACO/determine the contractor's compliance
302-(a)(11)(iv)	Decide	D	I		ACO/negotiate price adjustments
302-(a)(11)(iv)	Execute	P	I		ACO/execute supplemental agreements

PARA	BEHAVIOR	ACTIVITY	EXPL/ IMPL	STATEMENT REQUIREMENT
302-(a)(12)	Search	S	I	review and approve
302-(a)(12)	Decide	D	I	ACO/approve or disapprove the contractor's
302-(a)(14)	Talk	C	I	ACO/manage special bank account
302-(a)(15)	Direct	C	I	ACO/ensure timely notification by the
302-(a)(16)	Search	S	I	ACO/monitor the contractor's financial
302-(a)(17)	Solve	D	I	ACO/analyze quarterly limitations
302-(a)(18)	Inform	C	I	ACO/issue tax exemption certificates
302-(a)(19)	Execute	D	I	ACO/ensure processing
302-(a)(20)	Execute	D	I	ACO/administer those programs
302-(a)(21)	Inform	C	I	ACO/issue work requests
302-(a)(22)	Talk	C	I	ACO/negotiate prices
302-(a)(22)	Execute	D	I	ACO/execute supplemental agreements
302-(a)(23)	Decide	D	I	ACO/negotiate and execute contractual documents
302-(a)(23)	Execute	D	I	ACO/execute contractual documents
302-(a)(24)	Decide	D	I	ACO/negotiate and execute contractual documents
302-(a)(24)	Execute	D	I	ACO/execute contractual documents
302-(a)(25)	Process	P	I	ACO/process and execute novation
302-(a)(25)	Execute	D	I	ACO/execute novation and change of name
302-(a)(26)	Execute	D	I	ACO/perform property administration
302-(a)(27)	Decide	D	I	ACO/approve contractor acquisition of special test
302-(a)(28)	Screen	I	I	ACO/perform necessary screening
302-(a)(29)	Inform	C	I	ACO/issue contract modifications

PARA	BEHAVIOR	ACTIVITY	EXPL/ IMPL	STATEMENT REQUIREMENT
302-(a)(30)(i)	Solve	S	I	ACO/evaluate the contractor's request
302-(a)(30)(ii)	Execute	D	I	ACO/ensure required screening of facility
302-(a)(30)(iii)	Decide	D	I	ACO/approve use of facility items
302-(a)(30)(iv)	Execute	D	I	ACO/ensure payment by the contractor
302-(a)(30)(v)	Execute	D	I	ACO/ensure reporting of items no longer needed
302-(a)(31)	Advise	C	I	ACO/surveillance and status reporting
302-(a)(32)	Execute	D	I	ACO/perform pre-award surveys
302-(a)(33)	Advise	C	I	ACO/advise and assist contractors
302-(a)(34)	Search	S	I	ACO/monitor contractor industrial relations
302-(a)(35)	Execute	D	I	ACO/perform traffic management services
302-(a)(36)	Solve	S	I	ACO/review the adequacy of the contractor's
302-(a)(37)	Solve	S	I	ACO/review and evaluate preservation
302-(a)(37)	Solve	D	I	ACO/evaluate preservation, packaging
302-(a)(38)	Search	S	I	ACO/ensure contractor compliance
302-(a)(39)	Execute	D	I	ACO/ensure contractor compliance
302-(a)(40)	Search	S	I	ACO/perform engineering surveillance
302-(a)(41)	Solve	D	I	ACO/evaluate for adequacy
302-(a)(41)	Search	S	I	ACO/perform surveillance of contractor
302-(a)(42)	Search	S	I	ACO/review and evaluate for technical adequacy
302-(a)(42)	Solve	D	I	ACO/evaluate for technical adequacy
302-(a)(43)	Talk	C	I	ACO/report to the contracting officer any inadequacies
302-(a)(44)	Execute	D	I	ACO/perform engineering analysis

PARA	BEHAVIOR	ACTIVITY	EXPL/ IMPL	STATEMENT REQUIREMENT
302-(a)(45)	Search	S	I	ACO/review and analyze contractor proposed
302-(a)(45)	Solve	D	I	ACO/analyze contractor proposed engineering
302-(a)(46)	Search	S	I	ACO/review engineering change proposals
302-(a)(46)	Execute	D	I	ACO/submit comments to the contracting office
302-(a)(47)	Advise	C	I	ACO/assist in evaluating
302-(a)(47)	Decide	D	I	ACO/make recommendations for acceptance
302-(a)(48)	Solve	D	I	ACO/evaluate and monitor
302-(a)(48)	Search	S	I	ACO/monitor the contractor's procedures
302-(a)(49)	Search	S	I	ACO/monitor the contractor's valve engineering
302-(a)(50)	Search	S	I	ACO/review, approve, or disapprove
302-(a)(50)	Decide	D	I	ACO/approve or disapprove
302-(a)(50)	Alter	P	I	ACO/maintain surveillance of the contractor
302-(a)(51)	Decide	D	I	ACO/consent to the placement of subcontracts
302-(a)(52)	Search	S	I	ACO/review, evaluate, and approve
302-(a)(52)	Solve	D	I	ACO/evaluate, and approve
302-(a)(52)	Decide	D	I	ACO/approve plant or division wide
302-(a)(53)	Receive	S	I	ACO/obtain the contractor's currently approved
302-(a)(53)	Advise	C	I	ACO/assist the contracting office in evaluating
302-(a)(54)	Advise	C	I	ACO/assist the contracting officer upon request
302-(a)(55)	Execute	D	I	ACO/ensure the contractor's compliance
302-(a)(55)	Alter	P	I	ACO/maintain documentation of the contractor
302-(a)(55)	Inform	C	I	ACO/provide advice and assistance

PARA	BEHAVIOR	ACTIVITY	EXPL/ IMPL	STATEMENT	REQUIREMENT
302-(a)(56)	Search	S	I		ACO/maintain surveillance of flight operations
302-(a)(57)	Direct	C	I		ACO/assign and perform supporting
302-(a)(57)	Execute	D	I		ACO/perform supporting contract administration
302-(a)(58)	Execute	D	I		ACO/ensure timely submission
302-(a)(59)	Issue	C	I		ACO/issue administrative changes
302-(a)(60)	Execute	D	I		ACO/cause release of shipments
302-(a)(61)	Receive	S	I		ACO/obtain contractor proposals for any contract
302-(a)(61)	Search	S	E	SHALL	ACO/review all amended shipping
302-(a)(61)	Inform	C	E	SHALL	ACO/forward the proposal to the contracting officer
302-(b)(1)	Decide	D	I	SHALL	ACO/negotiate and execute supplemental agreements
302-(b)(1)	Execute	D	I	SHALL	ACO/execute supplemental agreements
302-(b)(1)	Talk	C	I	SHALL	ACO/coordinate any delivery schedule change
302-(b)(2)	Decide	D	I	SHALL	ACO/negotiate prices
302-(b)(2)	Execute	D	I	SHALL	ACO/execute priced exhibits
302-(b)(3)	Decide	D	I	SHALL	ACO/negotiate and execute supplemental agreements
302-(b)(3)	Execute	D	I	SHALL	ACO/execute supplemental agreements changing
302-(b)(4)	Decide	D	I	SHALL	ACO/negotiate and execute supplemental agreements
302-(b)(4)	Execute	D	I	SHALL	ACO/execute supplemental agreements
302-(b)(5)	Inform	C	I	SHALL	ACO/issue amended shipping instructions
302-(b)(5)	Decide	D	I	SHALL	ACO/when necessary, negotiate
302-(b)(5)	Execute	D	I	SHALL	ACO/execute supplemental agreements
302-(b)(6)	Decide	D	I	SHALL	ACO/negotiate changes to interim billing

PARA	BEHAVIOR	ACTIVITY	EXPL/ IMPL	STATEMENT	REQUIREMENT
302-(b)(7)	Decide	D	I	SHALL	ACO/negotiate and definitize adjustments
302-(b)(8)	Inform	C	I	SHALL	ACO/issue change orders
302-(b)(8)	Decide	D	I	SHALL	ACO/negotiate and execute resulting supplemental agreements
302-(b)(8)	Execute	D	I	SHALL	ACO/execute supplemental agreements
401-(a)	Inform	C	E	SHALL	forward correspondence relating to
401-(a)	Inform	C	E	SHALL	provide a copy for the CAO's file
401-(a)	Inform	C	I	SHALL	ACO/send the contracting office a copy
401-(b)	Direct	C	E	SHALL	refer the prospective visitor to the government
502	Solve	D	E	SHALL	shall consider
503-2	Talk	C	E	MAY	may make commitments
503-2	Direct	C	E	MAY	give directions within the scope
703-(c)(1)	Use	D	E	SHALL	use final indirect cost rates
703-(c)(2)	Solve	D	E	SHALL	take into consideration established final
704-(b)	Execute	D	E	SHALL	establish a billing rate
704-(b)	Execute	D	E	SHOULD	ensure that it is as close as possible
704-(b)	Alter	P	I	MAY	ACO/making appropriate adjustments
704-(c)	Alter	P	E	MAY	be revised by mutual agreement
705-1(a)	Use	D	E	SHALL	contracting officer determination shall be used
705-1(b)(3)	Talk	C	E	SHALL	head the government negotiating team
705-1(b)(4)	Decide	D	I	SHALL	ACO/develop a negotiation position
705-1(b)(5)(i)	Direct	C	E	SHALL	conduct negotiations
705-1(b)(5)(ii)	Process	P	E	SHALL	prepare a written indirect cost rate

PARA	BEHAVIOR	ACTIVITY	EXPL/ IMPL	STATEMENT	REQUIREMENT
705-1(b)(5)(iii)	Process	P	E	SHALL	prepare, sign, and place in the general file
705-1(b)(5)(iv)	Inform	C	E	SHALL	distribute resulting documents
705-2(b)(2)(v)	Decide	D	E		resolve the disagreement
705-2(b)(2)(vi)	Inform	C	E		distribute resulting documents
705-3(a)	Use	D	I	SHALL	ACO/final indirect cost rates shall be used
705-3(b)(4)(i)	Obtain	S	I	SHALL	ACO/obtain from the institution a proposal
705-3(b)(4)(ii)	Decide	D	I	SHALL	ACO/negotiate the predetermined rates
705-3(b)(4)(iii)	Use	D	I	MAY	ACO/an earlier audit may be used
705-3(b)(5)(i)	Alter	P	E	SHALL	include the negotiated rates
705-3(b)(6)	Receive	S	I	SHALL	ACO/obtain the contractor's proposal
705-3(b)(7)	Use	D	E	SHALL	use billing rates
705-4	Use	D	I	WILL	be used by all Federal agencies
706-(a)	Inform	C	E	SHALL	promptly distribute executed copies
706-(a)	Inform	C	E	SHALL	provide copies of the agreement
706-(b)	Inform	C	I	SHALL	be furnished, as appropriate, to the contracting offices
708-(a)	Decide	D	E	MAY	negotiate the settlement of indirect costs
801-(a)	Inform	C	E	MAY	issue the contractor a written notice of intent
801-(a)	Execute	D	E	SHALL	make every reasonable effort to reach a satisfactory settlement
801-(d)	Inform	C	E	SHALL	furnish copies to all contracting officers
801-(f)	Execute	D	E	SHALL	withdraw the notice
801-(f)	Inform	C	E	SHALL	issue the written decision
802					MC, 52.242-1

PARA	BEHAVIOR	ACTIVITY	EXPL/ IMPL	STATEMENT	REQUIREMENT
803-(a)	Direct	C	E	SHALL	conducted in accordance with the normal procedures
1003	Decide	D	I	SHALL	negotiate all required advanced agreements
1004	Receive	S	E	SHALL	obtain such factors, when applicable
1005-(c)	Inform	C	I	SHALL	ACO/provide the contractor with a contracting officer's determination
1005-(d)	Inform	C	I	SHALL	ACO/provide information regarding estimated ceilings
1005-(h)(i)	Alter	P	I	MAY	delete from the distributed copy portions
1006-(a)	Screen	I	E	SHALL	pay particular attention
1008	Decide	D	E	SHALL	make a determination of a reduced amount of payment
1103	Solve	D	E	SHALL	ACO/determine the extent of surveillance
1105	Execute	D	E	SHALL	assign a criticality designator
1106	Direct	C	E	MAY	require contractors to submit production reports
1106-(c)	Execute	D	I	MAY	ACO/initiate a report to advise
1107-(a)					MC, 52.242-2
1107-(b)	Identify	I	E	SHALL	specify appropriate reporting instructions
1203-(b)(1)	Advise	C	E	SHALL	promptly notify each contract administration
1203-(b)(2)	Inform	C	E	SHALL	provide these offices with a list
1203-(b)(3)	Ask for	C	E	SHALL	request submission within thirty days
1203-(c)	Solve	D	E	SHALL	determine whether of not it is in the government's best interest
1203-(d)	Execute	D	E	SHALL	ensure that government counsel has reviewed
1203-(e)	Inform	C	E	SHALL	forward a signed copy
1203-(e)	Process	P	E	SHALL	retain a signed copy in the case file
1203-(f)(1)	Process	P	E	SHALL	prepare a Standard Form 30

PARA	BEHAVIOR	ACTIVITY	EXPL/ IMPL	STATEMENT	REQUIREMENT
1203-(f)(2)	Process	P	E	SHALL	retain the original Standard Form 30
1203-(f)(3)	Inform	C	E	SHALL	send a signed copy of the Standard Form 30
1203-(f)(4)	Inform	C	E	SHALL	send a copy of this Standard Form 30
1204-(c)	Receive	S	E	SHALL	obtain from the contractor three signed copies
1204-(d)	Execute	D	E	SHALL	execute a novation agreement with the transferor
1204-(e)	Use	D	E	SHALL	use the following format for agreements
1205-(a)	Execute	D	I	SHALL	execute an agreement to reflect the name
1401-(a)	Execute	D	I	SHALL	ensure that instructions to contractors result in
1401-(a)	Receive	S	I	SHALL	obtain the data used in the evaluation
1403-2(a)	Direct	C	E	MAY	authorize the contractor to ship
1403-2(b)	Direct	C	E	MAY	authorize the shipments under paragraph (a)
1403-2(b)	Inform	C	I	SHALL	shall be mailed promptly to each consignee
1404-2(a)					MC, 52.242-10
1404-2(b)					MC, 52.242-11
1405-(c)	Inform	C	I	SHALL	promptly transmit the data to the contractor
1406-2					MC, 52.242-12
Part 43					
106					NM, 52.243-7
201-(c)	Inform	C	E	MAY	issue a change order by telegraphic message
202	Inform	C	E	SHALL	be issued by the contracting officer

PARA	BEHAVIOR	ACTIVITY	EXPL/ IMPL	STATEMENT REQUIREMENT	
203-(a)	Advise	C	E	SHOULD	advise them of the possible need to revise
204-(b)(1)	Decide	D	E	SHALL	negotiate equitable adjustments
204-(b)(2)	Receive	S	E	SHALL	ACO/obtain concurrence before adjusting
204-(b)(3)	Execute	D	I	SHALL	ACO/establish suspense systems
204-(b)(4)	Execute	D	E	SHALL	ensure that a cost analysis is made
204-(b)(4)	Solve	D	E	SHALL	consider the contractor's segregable costs
204-(b)(4)	Execute	D	E	SHALL	secure the funds before making
204-(c)(1)	Execute	D	E	SHOULD	ensure that all elements of the equitable adjustments
204-(c)(2)	Alter	P	E	SHOULD	include in the supplemental agreement
205-(a)(1)					MC, 52.243-1
205-(a)(2)					MC, 52.243-1, Alternate I
205-(a)(3)					MC, 52.243-1, Alternate II
205-(a)(4)					MC, 52.243-1, Alternate III
205-(a)(5)					MC, 52.243-1, Alternate IV
205-(a)(6)					MC, 52.243-1, Alternate V
205-(b)(1)					MC, 52.243-2
205-(b)(2)					MC, 52.243-2, Alternate I
205-(b)(3)					MC, 52.243-2, Alternate II
205-(b)(4)					MC, 52.243-2, Alternate III
205-(b)(5)					MC, 52.243-2, Alternate IV
205-(b)(6)					MC, 52.243-2, Alternate V
205-(c)					MC, 52.243-3

PARA	BEHAVIOR	ACTIVITY	EXPL/ IMPL	STATEMENT REQUIREMENT	
205-(d)					MC, 52.243-4
205-(e)					MC, 52.243-5
205-(f)					MC, 52.243-6
Part 44					
202-1(a)	Advise	C	I	SHOULD	ACO/assist the contracting office in its evaluation
202-1(b)(1)	Solve	D	E	SHALL	promptly evaluate the contractor's request
202-1(b)(2)	Receive	S	E	SHALL	obtain assistance in the evaluation
202-1(b)(3)	Advise	C	E	SHALL	notify the contractor in writing
202-2(a)	Search	S	E	SHALL	review the request and supporting data
203-(b)(5)	Use	D	E	SHOULD	follow the principles of 16.103(c)
204-(a)(1)(i)					MC, 52.244-1
204-(a)(1)(ii)					MC, 52.244-1
204-(a)(3)					MC, 52.244-1, Alternate I
204-(b)					MC, 52.244-2
204-(b)					MC, 52.244-2, Alternate I
204-(c)					MC, 52.244-3
204-(d)					MC, 52.244-4
204-(e)					MC, 52.244-5
205	Decide	D	E	MAY	contracting officers may select subcontracts
205	Identify	I	E	MAY	by specifying the selected subcontracts

PARA	BEHAVIOR	ACTIVITY	EXPL/ IMPL	STATEMENT	REQUIREMENT
304-(a)	Alter	P	E	SHALL	ACO/maintain a sufficient level of surveillance
304-(a)	Solve	D	E	SHALL	ACO/make a determination annually
305-1(a)(1)	Decide	D	E	SHALL	ACO/approve a purchasing system
305-1(a)(2)	Solve	D	E	SHALL	ACO/determine annually whether there are any
305-1(a)(3)	Advise	C	E	SHALL	ACO/promptly notify the contractor in writing
305-3(a)	Decide	D	E	SHALL	ACO/withhold or withdraw approval of a contractor's
305-3(a)	Decide	D	E	MAY	ACO/withdraw approval at any time
305-3(b)	Inform	C	E	SHALL	ACO/inform the contractor in writing
305-3(b)	Identify	I	E	SHALL	ACO/specify the deficiencies that must
305-3(b)	Ask for	C	E	SHALL	ACO/request the contractor to furnish
305-3(b)	Execute	D	E	SHALL	ACO/make a follow-up review
306	Inform	C	E	MAY	ACO/may inform a contractor that the purchasing system
307	Inform	C	E	SHALL	ACO/distribute copies of the CPSR reports
Part 45					
102-(a)	Execute	D	I	SHALL	eliminate to the maximum practical extent
102-(b)	Direct	C	I	SHALL	require contractors to use government property
102-(c)	Decide	D	I	SHALL	permit the property to be used
102-(d)	Execute	D	I	SHALL	charge appropriate rentals

PARA	BEHAVIOR	ACTIVITY	EXPL/ IMPL	STATEMENT	REQUIREMENT
102-(e)	Direct	D	I	SHALL	require contractors to be responsible
102-(f)	Direct	D	I	SHALL	require contractors to review and provide justification
102-(g)	Execute	D	I	SHALL	ensure maximum practical reutilization
103-(e)	Execute	D	E	SHOULD	ensure that the government's interests are
104-(b)	Search	S	E	SHALL	review contractor's property control systems
104-(c)(1)	Advise	C	E	SHALL	notify the contractor in writing
104-(c)(2)	Execute	D	E	SHALL	caution the contractor
104-(c)(3)	Advise	C	E	SHALL	advise the contractor that its liability
106-(a)					MC, 52.245-1
106-(b)(1)					MC, 52.245-2
106-(b)(2)					MC, 52.245-2, Alternate I
106-(b)(3)					MC, 52.245-2, Alternate II
106-(c)					MC, 52.245-3
106-(d)					MC, 52.245-4
106-(f)(1)					MC, 52.245-5
106-(f)(2)					MC, 52.245-5, Alternate I
106-(g)					MC, 52.245-6
201-(a)	Execute	D	E	SHALL	eliminate competitive advantage
201-(a)	Alter	P	E		adjusting the offers of those contractors
201-(b)	Solve	D	E	SHALL	consider any costs or savings to the government
203	Receive	S	E	SHALL	obtain a fair rental
204-(b)(1)	Solve	D	E	SHALL	consider the useful life

PARA	BEHAVIOR	ACTIVITY	EXPL/ IMPL	STATEMENT	REQUIREMENT
204-(c)	Advise	C	I	SHALL	notify offerors
302-2(c)	Solve	D	I	SHALL	shall be considered in awarding any related
302-4(b)	Receive	S	E	SHALL	obtain adequate consideration
302-6(a)					MC, 52.245-7
302-6(b)					MC, 52.245-8
302-6(c)					MC, 52.245-9
302-6(d)					MC, 52.245-10
302-6(e)(1)					MC, 52.245-11
302-6(e)(2)					MC, 52.245-11, Alternate I
302-7(a)					NM, 52.245-12
302-7(b)					NM, 52.245-13
302-7(c)					NM, 52.245-14
302-7(d)					NM, 52.245-15
302-7(e)					NM, 52.245-16
303-2					MC, 45.106
305-(a)(1)					MC, 52.245-17
305-(a)(2)					MC, 52.245-17, Alternate I
305-(b)					MC, 52.245-18
305-(c)					MC, 52.245-19
306-1(a)	Inform	C	E	SHALL	offer existing government special tooling
306-2(e)	Solve	D	E	SHALL	consider using special contract provisions
307-1(a)	Inform	C	E	SHALL	offer existing government owned special test equipment

PARA	BEHAVIOR	ACTIVITY	EXPL/ IMPL	STATEMENT	REQUIREMENT
307-1(b)	Direct	C	E	MAY	authorize contractors to acquire special test equipment
307-2(b)(1)	Search	S	E	SHALL	review the proposed items for necessity
307-2(b)(2)	Screen	I	E	SHALL	screen the availability of existing government owned test equipment
307-2(b)(3)	Advise	C	E	SHALL	notify the contractor
307-2(b)(3)	Decide	D	E	SHALL	approving or disapproving the acquisition
308-(a)	Inform	C	E	MAY	provide government production and research property
310-(c)	Inform	C	E	SHALL	provide special instructions for security
402-(a)	Direct	C	E	SHALL	authorize such use in the contract
402-(c)	Solve	S	E	SHALL	review the contractor's request
403-(a)	Execute	D	E	SHALL	charge contractors rent
403-(b)	Execute	D	E	SHALL	ensure the collection of any rent due
404-(b)	Direct	C	E	MAY	grant written authorization
406	Direct	C	E	MAY	authorize a contractor to use the property
407-(a)	Receive	S	E	SHALL	obtain approval of the head of the agency
505-2(b)(2)	Solve	D	I	SHALL	the government shall determine
505-2(b)(2)	Solve	D	I	SHALL	furnish to the contractor the unit price
505-11(a)	Direct	C	E	MAY	require the contractor to provide such recorded costs
605-2	Alter	P	E	SHALL	adjustments shall be made for costs previously reimbursed
605-3	Search	S	I	SHALL	ACO/periodically review such transactions
608-5(f)(6)	Execute	D	E	SHALL	make every effort to relieve the contractor
614-(c)	Direct	C	E	MAY	authorize subcontractors to submit
614-(d)	Obtain	S	I	SHOULD	ACO/secure assistance from other offices

PARA	BEHAVIOR	ACTIVITY	EXPL/ IMPL	STATEMENT REQUIREMENT	
Part 46					
104-(a)	Process	P	I	SHALL	ACO/develop and apply efficient procedures
104-(a)	Use	D	I	SHALL	ACO/apply efficient procedures
104-(b)	Execute	D	I	SHALL	ACO/perform all actions necessary to verify
104-(c)	Alter	P	I	SHALL	ACO/maintain records of the contract
104-(d)	Execute	D	I	SHALL	implement any specific written instructions
104-(e)	Inform	C	I	SHALL	report to the contracting office any defects
104(f)	Direct	C	I	SHALL	recommend any changes necessary
201-(a)	Alter	P	E	SHALL	include in the solicitation
201-(b)	Direct	C	E	MAY	authorize contractor recommended alternatives
201-(b)	Solve	D	E	SHALL	the contracting officer shall consider
202-3(b)	Talk	C	E	SHALL	consult technical personnel
204	Identify	I	E	MAY	specify a requirement
301					MC, 52.246-1
302					MC, 52.246-2
302					MC, 52.246-2, Alternate I
302					MC, 52.246-2, Alternate II
303					MC, 52.246-3
304					MC, 52.246-4
305					MC, 52.246-5

PARA	BEHAVIOR	ACTIVITY	EXPL/ IMPL	STATEMENT	REQUIREMENT
306					MC, 52.246-6
306					MC, 52.246-6, Alternate I
307-(a)					MC, 52.246-7
308					MC, 52.246-8
308					MC, 52.246-8, Alternate I
310					MC, 52.246-10
311					MC, 52.246-11
312					MC, 52.246-12
313					MC, 52.246-13
314					MC, 52.246-14
315					MC, 52.246-15
316					MC, 52.246-16
404	Solve	D	E	SHALL	consider the criticality of application
407-(a)	Decide	D	E	SHOULD	reject supplies or services not conforming
407-(c)(1)	Decide	D	E	SHALL	reject supplies or services
407-(c)(1)	Decide	D	E	SHALL	make this determination
407-(c)(2)	Inform	C	I	SHALL	ACO/furnish this data
407-(c)(2)	Receive	S	E	SHALL	obtain the concurrence of the activity
407-(d)	Decide	D	I	MAY	ACO/make the determination to accept or reject
407-(e)	Direct	C	E	SHALL	discourage the repeated tender of nonconforming supplies
407-(f)	Alter	P	I	SHALL	shall be modified to provide for an equitable price
703	Solve	D	E	SHALL	consider the following factors

PARA	BEHAVIOR ACTIVITY		EXPL/ IMPL	STATEMENT REQUIREMENT	
703-(e)	Alter	P	I	MAY	partially or completely offset by reducing the government's contract quality assurance requirements
704	Use	D	I	SHALL	approved in accordance with agency procedures
706-(a)	Execute	D	E	SHALL	ensure that warranties clearly state
706-(b)	Solve	D	E	SHALL	consider the following guidelines
706-(b)(4)	Solve	D	E	SHALL	consider the following factors when establishing
706-(b)(6)	Execute	D	E	SHALL	ensure that the warranty clause
707	Solve	D	I	SHOULD	should be considered in establishing the incentive target price
707	Solve	D	I	SHALL	be considered when establishing the total final price
708	Process	P	I	SHALL	warranties of data shall be developed
708	Use	D	I	SHALL	used in accordance with agency regulations
709	Alter	P	E	MAY	include a warranty of supplies
710-(a)(1)					NM, 52.246-17
710-(a)(2)					NM, 52.246-17, Alternate I
710-(a)(3)					NM, 52.246-17, Alternate II
710-(a)(4)					NM, 52.246-17, Alternate III
710-(a)(5)					NM, 52.246-17, Alternate IV
710-(a)(6)					NM, 52.246-17, Alternate V
710-(b)(1)					NM, 52.246-18
710-(b)(2)					NM, 52.246-18, Alternate I
710-(b)(3)					NM, 52.246-18, Alternate II
710-(b)(4)					NM, 52.246-18, Alternate III

PARA	BEHAVIOR	ACTIVITY	EXPL/ IMPL	STATEMENT	REQUIREMENT
710-(b)(5)					NM, 52.246-18, Alternate IV
710-(c)(1)					NM, 52.246-19
710-(c)(2)					NM, 52.246-19, Alternate I
710-(c)(3)					NM, 52.246-19, Alternate II
710-(c)(4)					NM, 52.246-19, Alternate III
710-(d)					NM, 52.246-20
710-(e)(1)					NM, 52.246-21
710-(e)(2)					NM, 52.246-21, Alternate I
805-(a)(1)					MC, 52.246-23
805-(a)(2)					MC, 52.246-24
805-(a)(3)					MC, 52.246-23, 52.246-24, Alternate I
805-(a)(4)					MC, 52.246-25
805-(a)(5)					MC, 52.246-25, and 52.246-23 or 52.246-24, or 52.246-24, Alternate I
805-(b)					NM, 52.246-23, or 52.246-25
806-(b)	Decide	D	E	SHALL	approve use of this clause in a subcontract
Part 47					
101-(a)	Receive	S	E	SHALL	obtain traffic management advice
102-(c)(1)	Solve	D	E	SHALL	ascertain that there is no statutory prohibitation
102-(c)(2)	Write	P	E	SHALL	document the need and authorization

PARA	BEHAVIOR	ACTIVITY	EXPL/ IMPL	STATEMENT	REQUIREMENT
104-2(b)	Direct	C	E	MAY	require the contractor to prepay freight charges
104-3(d)(1)	Alter	P	E	SHALL	include in contracts a statement
104-3(d)(2)	Execute	D	E	SHALL	ensure that contractors receive the name
104-4(a)					MC, 52.247-1
104-4(b)					MC, 52.247-1
202					inform activities that plan to acquire transportation-related services
206-(a)	Process	P	E	SHALL	prepare solicitations and contracts for transportation
206-(b)	Alter	P	E	SHALL	include in solicitations and contracts
207	Alter	P	E	SHALL	include provisions, clauses and special requirements
207-1(a)					MC, 52.247-2
207-1(b)(1)					MC, 52.247-3
207-1(b)(2)					MC, 52.247-3, Alternate I
207-1(c)					MC, 52.247-4
207-1(d)					MC, 52.247-5
207-1(e)					MC, 52.247-6
207-2(a)	Use	D	E	SHALL	establish a specific expiration date
207-2(b)	Alter	P	E	SHALL	include the following items as appropriate
207-3(a)	Alter	P	E	SHALL	include in solicitations full details
207-3(b)	Alter	P	E	SHALL	include full details regarding delivery
207-3(c)	Alter	P	E	SHALL	include in solicitations
207-3(d)(1)	Identify	I	E	SHALL	clearly identify any freight
207-3(d)(2)	Alter	P	E	SHALL	insert a clause substantially the same as the clause at 52.247-7

PARA	BEHAVIOR	ACTIVITY	EXPL/ IMPL	STATEMENT	REQUIREMENT
207-3(e)(1)	Identify	I	E	SHALL	state the actual weight of the freight
207-3(e)(2)					MC, 52.247-8
207-4	Identify	I	E	SHALL	specify in the contract the method of determining the weights
207-4(a)(1)					MC, 52.247-9
207-4(a)(2)					MC, 52.247-10
207-4(b)					MC, 52.247-11
207-5	Identify	I	E	SHALL	specify clearly those services requirements that are not considered normal
207-5(a)	Identify	I	E	SHALL	specify the type and size of equipment
207-5(a)	Direct	C	I		state the contractor shall furnish
207-5(b)					MC, 52.247-12
207-5(c)					MC, 52.247-13
207-5(d)					MC, 52.247-14
207-5(e)					MC, 52.247-15
207-5(f)					MC, 52.247-16
207-6(a)(1)	Alter	P	E	SHALL	include in the solicitation a statement
207-6(b)	Alter	P	E	SHALL	include in the solicitation a tabulation
207-6(c)(5)(i)					MC, 52.247-18
207-6(c)(5)(ii)					MC, 52.247-19
207-6(c)(6)					MC, 52.247-20
207-6(c)(7)	Identify	I	I		state the conditions under which payment will be made
207-7(a)	Identify	I	E	SHALL	the contracting officer shall specify

PARA	BEHAVIOR	ACTIVITY	EXPL/ IMPL	STATEMENT	REQUIREMENT
207-7(c)					MC, 52.247-21
207-7(d)					MC, 52.247-22
207-7(e)					MC, 52.247-23
207-8(a)	Identify	I	E	SHALL	state clearly the government's responsibility
207-8(a)(1)					MC, 52.247-24
207-8(a)(2)					MC, 52.247-25
207-8(a)(3)					MC, 52.247-26
207-8(b)					MC, 52.247-27
207-9(a)				SHALL	state in detail the responsibilities of the contractor
207-9(b)					MC, 52.247-28
300-(b)	Use	D	E	SHALL	use the terms and conditions
301-1(a)	Receive	S	E	SHALL	obtain from traffic management offices transportation factors
301-1(b)	Ask for	C	E	SHALL	request transportation office participation
301-1(b)	Solve	D	E	SHALL	consider additional costs arising from factors
302-(b)	Ask for	C	E	SHALL	the contracting officer shall solicit offers
302-(b)	Decide	D	E	SHALL	solicit offers, and award contracts
302-(b)	Write	P	E	SHALL	document the contract file with justifications
303-1(c)					MC, 52.247-29
303-2(c)					MC, 52.247-30
303-3(c)					MC, 52.247-31
303-4(c)					MC, 52.247-32
303-5(c)					MC, 52.247-33

PARA	BEHAVIOR	ACTIVITY	IMPL	EXPL/ STATEMENT	REQUIREMENT
303-6(c)					MC, 52.247-34
303-7(c)					MC, 52.247-35
303-8(c)					MC, 52.247-36
303-9(c)					MC, 52.247-37
303-10(c)					MC, 52.247-38
303-11(c)					MC, 52.247-39
303-12(c)					MC, 52.247-40
303-13(c)					MC, 52.247-41
303-14(c)					MC, 52.247-42
303-15(c)					MC, 52.247-43
304-1(a)	Solve	D	E	SHALL	determine f.o.b. terms
304-1(b)	Solve	D	E	SHALL	consider the most advantageous delivery point
304-1(c)	Solve	D	E	SHALL	consider the availability of lower freight rates
304-1(e)	Identify	I	E	SHALL	generally specify f.o.b. origin acquisitions
304-3(c)	Receive	S	E	SHALL	obtain advice from the transportation officer
304-4(b)	Ask for	C	E	SHALL	request the advice of the transportation officer
304-4(b)	Solve	D	E	SHALL	giving full consideration to the possible use
304-5(b)	Receive	S	E	SHALL	obtain assistance from transportation officers
305-(a)	Talk	C	E	SHALL	coordinate transportation factors with the transportation office
305-1	Alter	P	E	SHALL	include in solicitations a requirement
305-2(b)					MC, 52.247-45
305-3	Search	S	E	SHALL	refer to 47.303

PARA	BEHAVIOR	ACTIVITY	EXPL/ IMPL	STATEMENT	REQUIREMENT
305-3(b)(4)(ii)					MC, 52.247-46
3054-3(f)(2)					MC, 52.247-47
305-3(g)	Decide	D	E	MAY	permit prospective contractors to state in offers
305-4(a)	Search	S	E	SHALL	refer to 47.303
305-4(c)					MC, 52.247-48
305-5(a)(2)	Alter	P	E	SHALL	include in the contract file justifications
305-5(b)(2)					MC, 52.247-49
305-5(c)(1)					MC, 52.247-50
305-6(b)	Identify	I	E	SHALL	note in the solicitation the CONUS point of loading
305-6(c)	Identify	I	E	MAY	list in the solicitation other CONUS ports
305-6(e)					MC, 52.247-51
305-6(e)(1)					MC, 52.247-51, Alternate I
305-6(e)(2)					MC, 52.247-51, Alternate II
305-6(e)(3)					MC, 52.247-51, Alternate III
305-6(f)(2)					MC, 52.247-52
305-6(h)(i)	Use	D	E	SHALL	use the appropriate f.o.b. term
305-7(c)	Decide	D	E	SHALL	select distribution and transshipment facilities
305-8(a)	Alter	P	E	MAY	revise the delivery schedules
305-9(a)	Identify	I	E	SHALL	show in the solicitation a complete description
305-9(a)	Receive	S	E	SHALL	use the appropriate f.o.b. term
305-9(b)(1)					MC, 52.247-53
305-9(b)(2)	Advise	C	E	SHALL	alert the transportation office

PARA	BEHAVIOR	ACTIVITY	EXPL/ IMPL	STATEMENT	REQUIREMENT
305-9(d)	Inform	C	E	SHALL	furnish the freight classification
305-10(b)	Inform	C	E	SHALL	issue amended delivery instructions
305-10(c)	Inform	C	E	MAY	issue instructions by telephone
305-10(c)	Execute	D	E	SHALL	confirm these instructions in writing
305-11(b)(2)					MC, 52.247-54
305-12(a)(1)	Alter	P	E	SHALL	include in the solicitation a clear description
305-12(a)(2)					MC, 52.247-55
305-12(b)	Identify	I	E	SHALL	describe explosive and dangerous material
305-13(a)(2)	Solve	D	E	SHALL	consider possible benefits available to the government
305-13(a)(3)(ii)	Use	D	E	SHALL	make use of contractor's earned commercial transit credits
305-13(b)(2)	Execute	D	E	SHALL	ensure that this does not preclude
305-13(b)(4)					MC, 52.247-57
305-14	Receive	S	E	SHALL	shall obtain all specifications
305-15(a)(2)					MC, 52.247-58
305-15(b)	Alter	P	E	SHALL	include in solicitations detailed specifications
305-16(a)					MC, 52.247-59
305-16(b)					MC, 52.247-60
305-16(b)					MC, 52.247-60, Alternate I
305-16(c)					MC, 52.247-61
305-16(d)(2)					MC, 52.247-62
306	Solve	D	E	SHALL	consider transportation and transportation-related costs
306-3(a)	Solve	D	E	SHALL	consider the type and adequacy of the offeror's shipping facilities

PARA	BEHAVIOR	ACTIVITY	EXPL/ IMPL	STATEMENT	REQUIREMENT
306-3(b)	Solve	D	E	SHALL	consider the type and adequacy of the consignee's receiving facilities
405					MC, 52.247-63
506-(a)	Receive	S	E	SHALL	obtain assistance from the transportation activity
506-(b)				SHALL	seek assistance from the transportation activity
506-(d)	Use	D	E	SHALL	follow agency regulations
507-(a)					MC, 52.247-64
507-(b)					MC, 52.247-64, Alternate I
507-(c)					MC, 52.247-64, Alternate II
507-(d)	Alter	P	E	MAY	insert in solicitations and contracts
Part 48					
102-(b)(2)	Process	P	I	SHALL	process VCEP's objectively and expeditiously
102-(b)(3)	Inform	C	I	SHALL	provide contractors a fair share of the savings
102-(c)				SHALL	consider requiring incorporation of value engineering
102-(d)(1)			I		MC, 52.248-4, Alternates I or II
102-(d)(2)			I		MC, 52.248-1, Alternates I or II
102-(d)(2)	Alter	P	I	MAY	may be included in initial production contracts
102-(f)	Alter	P	I	SHALL	profit or fee shall be excluded
103-(a)	Process	P	E	SHALL	promptly process
103-(a)	Solve	D	E	SHALL	objectively evaluate the VECP
103-(a)	Write	P	E	SHALL	document the contract file

PARA	BEHAVIOR	ACTIVITY	EXPL/ IMPL	STATEMENT	REQUIREMENT
103-(b)	Advise	C	E	SHALL	notify the contractor promptly
103-(b)	Inform	C	E	SHALL	provide the contractor with prompt written notification
104-1(a)(2)(ii)	Alter	P	E	SHALL	add any negative instant contract savings
104-1(a)(5)	Alter	P	E	SHALL	modify the instant contract
104-1(a)(6)	Solve	D	E	SHALL	make calculations as future contracts are awarded
104-1(a)(6)	Solve	D	E	SHALL	the contracting officer shall consider
104-2(b)	Solve	D	E	SHALL	consider any degradation of performance
201-(a)	Alter	P	E	SHALL	insert a value engineering clause in solicitations
201-(b)					MC, 52.248-1
201-(c)					MC, 52.248-1, Alternate I
201-(d)					MC, 52.248-1, Alternate II
201-(e)(1)					MC, 52.248-1, Alternate III
201-(e)(2)					MC, 52.248-1, Alternates III and I
201-(e)(3)					MC, 52.248-1, Alternates III and II
201-(f)(2)					MC, 52.248-2
202					MC, 52.248-3
202	Alter	P	E	MAY	include the clause in contracts of lesser value
202					MC, 52.248-3, Alternate I
Part 49					
002-(b)	Use	D	E	SHALL	use this port as a guide in evaluating

PARA	BEHAVIOR	ACTIVITY	EXPL/ IMPL	STATEMENT	REQUIREMENT
002-(c)	Use	D	E	MAY	use this port in determining an equitable adjustment
101-(b)	Decide	D	E	SHALL	terminate contracts
101-(b)	Execute	D	E	SHALL	effect a no-cost settlement
101-(d)	Execute	D	E	SHALL	TCO/schedule and complete audit reviews
102-(a)	Inform	C	I	SHALL	sent by certified mail
102-(a)	Receive	S	I	SHALL	be obtained from the contractor
102-(b)	Inform	C	E	SHALL	send the termination notice to the contractor
102-(c)	Alter	P	E	MAY	amend a termination notice to
102-(d)	Decide	D	E	MAY	reinstate the terminated portion of a contract
102-(d)	Alter	P	E	MAY	amending the notice of termination
103	Decide	D	E	SHOULD	TCO/negotiate a fair and prompt settlement
103	Decide	D	E	SHALL	settle a settlement proposal by determination
105-(a)(1)	Direct	C	E	SHALL	TCO/direct the action required
105-(a)(2)	Search	S	E	SHALL	TCO/examine the settlement proposal
105-(a)(3)	Decide	D	E	SHALL	TCO/promptly negotiate settlement
105-(a)(4)	Decide	D	E	SHALL	TCO/promptly settle the contractor's settlement
105-(b)	Ask for	C	E	MAY	TCO/request specially qualified personnel to
105-(c)	Talk	C	E	SHOULD	TCO/hold a conference with the contractor
105-1	Inform	C	E	SHALL	TCO/furnish periodic status reports
105-2(a)	Solve	D	E	SHALL	TCO/estimate the funds required
105-2(a)	Direct	C	E	SHALL	TCO/recommend the release of excess funds
105-2(b)	Alter	P	E	SHALL	TCO/maintain continuous surveillance of required funds

PARA	BEHAVIOR	ACTIVITY	EXPL/ IMPL	STATEMENT	REQUIREMENT
105-2(b)	Inform	C	E	SHALL	TCO/inform the contracting office
105-3	Use	D	E	SHALL	TCO/establish a separate case file
105-4	Direct	C	E	SHALL	TCO/direct action to ensure the clearup
106	Decide	D	E	SHALL	TCO/discontinue negotiations
107	Direct	C	E	SHALL	TCO/refer each prime contractor
107-(a)	Execute	D	E	SHALL	TCO/refer subcontract settlements received
107-(c)(1)	Ask for	C	E	SHOULD	TCO/request the government audit agency
107-(c)(2)	Ask for	C	E	SHOULD	TCO/request the audit agency to periodically examine
107-(d)	Inform	C	E	MAY	TCO/furnish audit reports
108-2(c)	Decide	D	E	SHALL	TCO/allow reimbursement
108-3(b)(1)	Direct	C	E	SHALL	TCO/require that all subcontractors termination inventory be disposed of
108-3(b)(2)	Direct	C	E	SHALL	TCO/require that the prime contractor submit
108-3(c)(	Search	S	E	SHALL	TCO/examine each subcontractor settlement
108-3(c)	Decide	D	E	WILL	TCO/determine if the settlement was arrived at in good faith
108-3(c)	Use	D	E	SHALL	TCO/be guided/comply with any applicable requirements
108-3(c)	Advise	C	E	SHALL	TCO/notify the contractor in writing
108-4(a)(1)	Inform	C	E	MAY	TCO/give written authorization to the prime
108-4(a)(1)(i)	Receive	S	E	SHALL	TCO/obtain the advice and recommendations
108-4(a)(3)	Receive	S	E	SHALL	TCO/accept, as part of the prime contractor's settlement
108-4(a)(4)	Write	P	I	SHALL	this notice shall be in writing
108-4(c)	Search	S	E	SHALL	TCO/periodically make a selection review

PARA	BEHAVIOR	ACTIVITY	EXPL/ IMPL	STATEMENT	REQUIREMENT
108-4(c)	Receive	S	E	SHALL	obtain the advice and recommendations
108-4(c)	Execute	D	E	SHALL	TCO/revoke the authorization by written notice
108-4(e)	Execute	D	E	MAY	TCO/limit the increased authorization
108-5(a)	Process	P	E	SHALL	TCO/treat the amount of the judgement as a cost
108-5(b)	Decide	D	E	MAY	TCO/allow the contractor the part of the judgement
108-5(b)	Solve	D	E	MAY	TCO/giving due regard to the policies
108-5(c)	Decide	D	E	SHALL	TCO/recognize the arbitration award as the cost
108-6	Decide	D	E	MAY	TCO/settle with the prime contractor
108-6	Execute	D	E	SHALL	TCO/reserve the rights of the government
108-7	Decide	D	E	MAY	TCO/determine that it is in the government's interest
108-8(b)	Decide	D	E	SHALL	TCO/settle the subcontractor's proposal
109-1	Execute	D	E	SHALL	TCO/execute a settlement agreement
109-2(a)(1)	Execute	D	E	SHALL	TCO/reserve in the settlement agreement any rights
109-2(a)(2)	Execute	D	E	SHALL	TCO/ensure hat the wording of the reservation
109-2(a)(3)	Process	P	E	SHALL	TCO/mark each applicable settlement agreement
109-2(a)(4)	Execute	D	E	SHALL	TCO/ensure each applicable settlement agreement
109-2(a)(5)	Process	P	E	SHALL	TCO/prepare a settlement of reserved rights
109-3	Execute	D	E	SHALL	TCO/reserve in the settlement agreement
109-4	Execute	D	E	SHALL	TCO/execute a no-cost settlement agreement
109-5	Execute	D	E	SHOULD	TCO/attempt to settle in one agreement
109-6(a)	Decide	D	E	MAY	TCO/negotiate jointly two or more termination settlements
109-7(a)	Inform	C	E	SHALL	TCO/shall issue a determination of the amount due

PARA	BEHAVIOR	ACTIVITY	EXPL/ IMPL	STATEMENT	REQUIREMENT
109-7(a)	Use	D	E	SHALL	TCO/shall comply with 49.109-1
109-7(b)	Direct	C	E	SHALL	TCO/shall give the contractor at least 15 days notice
109-7(c)(2)	Ask for	C	E	MAY	TCO/request the contractor to submit additional documents
109-7(c)(3)	Decide	D	E	MAY	TCO/accept copies of documents and records
109-7(c)(4)	Direct	C	E	MAY	TCO/hold any conferences considered appropriate
109-7(c)(4)(i)	Talk	C	E	MAY	TCO/confer with the contractor
109-7(c)(4)(ii)	Receive	S	E	MAY	TCO/obtain additional information
109-7(c)(4)(iii)	Talk	C	E	MAY	TCO/consult persons who have submitted
109-7(d)	Solve	D	E	SHALL	TCO/shall determine the amount due
109-7(d)	Inform	C	E	SHALL	TCO/transmit a copy of the determination
109-7(d)	Talk	C	E	SHALL	TCO/explain each major item of disallowance
109-7(e)	Process	P	E	SHALL	TCO/retain all written evidence
109-7(e)	Process	P	E	SHALL	TCO/return books of account
109-7(g)	Execute	D	E	SHALL	TCO/give effect to a decision of the Claims Court
109-7(g)	Receive	S	E	SHOULD	TCO/obtain a release from the contractor
110-(a)	Process	P	E	SHALL	TCO/prepare a memorandum
110-(b)	Identify	I	E	SHALL	TCO/specify the factors considered
110-(b)	Alter	P	E	SHOULD	TCO/include any other matters
112-1(a)	Solve	D	E	SHALL	TCO/shall consider the diligence of the contractor
112-1(b)	Receive	S	E	SHALL	TCO/obtain any desired accounting, engineering
112-1(d)	Execute	D	E	SHALL	TCO/protect the government's interest
112-1(e)	Alter	P	E	SHALL	TCO/deduct from the gross amount

PARA	BEHAVIOR	ACTIVITY	EXPL/ IMPL	STATEMENT	REQUIREMENT
112-1(h)(2)	Decide	D	E	SHALL	TCO/approve the invoice or voucher
112-2(a)	Alter	P	E	SHALL	TCO/attach a copy
112-2(a)	Process	P	E	SHALL	TCO/forward the documents to the disbursing officer
112-2(c)				SHALL	ascertain whether there are any outstanding labor violations
112-2(c)	Solve	D	E	SHALL	determine the amount to be withheld
114-(a)	Receive	S	E	SHALL	obtain from the contracting officer a list
114-(b)	Direct	C	E	MAY	delegate this function to the TCO
115-(a)				SHALL	TCO/settle terminated fixed-price incentive contractors
115-(a)(1)	Decide	D	E	SHALL	TCO/negotiate a settlement
115-(a)(1)	Use	D	E	SHALL	apply the incentive price revision provisions
115-(a)(2)	Solve	D	E	SHALL	establish prices under the incentive provisions
115-(a)(2)	Execute	D	E	WILL	TCO/will ensure that no portion of the costs
115-(b)	Decide	D	E	SHALL	TCO/settle terminated cost-plus incentive fee
115-(b)(1)	Alter	P	E	SHALL	TCO/limit the settlement to an adjustment
115-(b)(1)	Alter	P	E	SHALL	adjust the target costs
115-(b)(2)	Decide	D	I	SHALL	negotiate the settlement under the provisions
201-(b)	Decide	D	I	MAY	agree upon a total amount to be paid
202-(a)	Decide	D	E	SHALL	TCO/allow profit on preparations made
202-(a)	Use	D	E	MAY	use any reasonable method to arrive
202-(c)(1)	Use	D	E	SHALL	comply with paragraphs (a) and (b)
202-(c)(2)	Decide	D	E	SHALL	allow profit on the prime contractor's settlement
202-(c)(3)	Decide	D	E	SHALL	exclude profit on the prime contractor's settlement

PARA	BEHAVIOR	ACTIVITY	EXPL/ IMPL	STATEMENT	REQUIREMENT
206-(a)	Decide	D	E	SHALL	TCO/negotiate or determine the amount of loss
203-(a)	Solve	D	E	SHALL	TCO/determine the amount of loss
203-(a)	Solve	D	E	SHALL	TCO/consider expected production efficiencies
204	Execute	D	E	SHALL	the TCO shall deduct
205-(a)(1)	Direct	C	E	SHALL	TCO/have all undelivered completed end items inspected
205-(a)(2)	Solve	D	E	SHALL	TCO/determine which accepted end items
208	Inform	C	E	SHALL	TCO/forward the proposal to the contracting officer
208-(a)	Execute	D	E	SHALL	ensure that no portion of an increase in price is included
208-(b)	Execute	D	E	SHALL	TCO/ensure that no portion of the costs
303-2	Inform	C	E	SHALL	TCO/submit the settlement proposal to the appropriate audit agency
303-3(a)(1)	Decide	D	E	MAY	TCO/agree with the contractor to negotiate
303-3(a)(2)	Execute	D	E	MAY	TCO/reserve any indirect cost adjustment
303-4(a)	Execute	D	E	SHALL	TCO/proceed with the settlement
303-4(b)	Alter	P	E	SHALL	TCO/adjust the fee
304-1(a)	Alter	P	E	SHALL	TCO/limit the settlement
304-1(a)	Alter	P	E	SHALL	TCO/adjust the fee as provided in 49.304-2
305-1(a)	Solve	D	E	SHALL	TCO/determine the adjusted fee
401-(e)				MAY	reinstate the terminated contract by amending the notice
409-2(a)	Direct	C	I	MAY	require the contractor to transfer title
402-2	Receive	S	E	SHALL	acquire manufacturing materials
402-2(d)	Execute	D	E	SHALL	take one or more of the following measures
402-2(d)(1)	Solve	D	E		ascertain whether the payment bond

PARA	BEHAVIOR	ACTIVITY	EXPL/ IMPL	STATEMENT	REQUIREMENT
402-2(d)(2)	Direct	C	E		require the contractor to furnish
402-2(d)(3)	Receive	S	E		obtain appropriate agreement
402-2(d)(4)	Execute	S	E		withhold from the amount due
402-2(d)(5)	Execute	S	E		take the appropriate action
402-3(a)	Decide	D	I	SHOULD	decide which type of termination
402-3(d)	Inform	C	E	SHALL	give the contractor written notice
402-3(d)	Write	P	E	SHALL	written notice specifying the failure
402-3(d)	Inform	C	E	MAY	issue a notice of termination for default
402-3(e)(1)	Advise	C	E	SHOULD	notify the contractor
402-3(e)(1)	Write	P	E	SHOULD	notify the contractor in writing
402-3(e)(2)	Inform	C	E	MAY	provide a written notification
402-3(e)(2)	Write	P	E	MAY	written notification of that fact
402-3(e)(4)	Inform	C	E	SHALL	immediately provide a copy of any cure notice
402-3(e)(4)	Talk	C	E	SHOULD	consult with the small business
402-3(f)	Solve	D	E	SHALL	consider the following factors
402-3(g)	Inform	C	E	SHALL	issue a notice of termination
402-3(h)	Inform	C	E	SHALL	make the same distribution of the termination notice
402-3(h)	Advise	C	E	SHALL	notify the disbursing officer to withhold
402-3(i)	Solve	D	E	SHALL	determine the manner
402-3(j)	Execute	D	E	MAY	terminate the contract for the convenience of the government
402-3(k)	Write	P	E	SHALL	make a written decision
402-3(k)	Inform	C	I	SHALL	delivered promptly to the contractor

PARA	BEHAVIOR	ACTIVITY	EXPL/ IMPL	STATEMENT	REQUIREMENT
402-5	Write	P	E	SHALL	prepare a memorandum for the contract file
402-6(a)	Execute	D	E	SHALL	repurchase the same or similar supplies
402-6(a)	Execute	D	E	MAY	repurchase a quantity in excess
402-6(a)	Decide	D	E	WILL	make a decision whether or not
402-6(b)	Receive	S	E	SHALL	obtain competition to the maximum extent
402-6(b)	Identify	I	E	SHALL	cite the default clause as the authority
402-6(b)	Direct	C	E	SHALL	treat the entire quantity as a new acquisition
402-6(c)	Write	P	E	SHALL	make a written demand
402-6(c)	Solve	D	E	SHALL	giving consideration to any increases
402-6(c)	Use	D	E	SHALL	follow the procedures in Subpart 32.6
402-7(a)	Solve	D	E	SHALL	promptly ascertain
402-7(a)	Ask for	C	E	SHALL	make demand for any liquidated damages
403-(c)	Use	D	E	SHALL	use the procedures in 49.402
404-(b)	Solve	D	E	SHALL	carefully consider proposals by the surety
404-(b)	Execute	D	E	SHALL	take action on the basis of the government's interest
404-(d)	Execute	D	E	MAY	enter into an agreement with the surety
404-(d)	Solve	D	E	SHOULD	consider including in the agreement
405	Talk	C	E	WILL	arrange for completion of the work
405	Use	D	E	SHALL	exercise reasonable diligence
406	Use	D	E	SHALL	use all retained percentages of progress payments
406	Execute	D	E	SHALL	take steps to recover the additional sum
502-(a)(1)					MC, 52.249-1

PARA	BEHAVIOR	ACTIVITY	EXPL/ IMPL	STATEMENT	REQUIREMENT
502-(a)(2)					MC, 52.249-1, Alternate I
502-(b)(1)(i)					MC, 52.249-2
205-(b)(1)(ii)					MC, 52.249-2, Alternate I
502-(b)(1)(iii)					MC, 52.249-2, Alternate II
502-(b)(1)(iii)					MC, 52.249-2, Alternate III
502-(b)(2)					MC, 52.249-3
502-(b)(2)					MC, 52.249-3, Alternate I
502-(c)					MC, 52.249-4
502-(d)					MC, 52.249-5
503-(a)(1)					MC, 52.249-6
503-(a)(2)					MC, 52.249-6, Alternate I
503-(a)(3)					MC, 52.249-6, Alternate II
503-(a)(3)					MC, 52.249-6, Alternate III
503-(a)(4)					MC, 52.249-6, Alternate IV
503-(a)(4)					MC, 52.249-6, Alternate V
503-(b)					MC, 52.249-7
504-(a)(1)					MC, 52.249-8
504-(a)(1)	Use	D	E	MAY	use the clause when the contract amount
504-(a)(2)					MC, 52.249-8, Alternate I
504-(b)					MC, 52.249-9
504-(b)	Use	D	E	MAY	use the clause when the contract amount is not expected to exceed the small purchase limitation

PARA	BEHAVIOR	ACTIVITY	EXPL/ IMPL	STATEMENT	REQUIREMENT
504-(c)(1)					MC, 52.249-10
504-(c)(1)	Use	D	E	MAY	use the clause when the contract amount is not expected to exceed the smallpurchase limitation
504-(c)(2)					MC, 52.249-10 Alternate I
504-(c)(3)					MC, 52.249-10, Alternate II, Alternate III
505-(a)					MC, 52.249-11
505-(a)					MC, 52.249-11, Alternate I
505-(b)					MC, 52.249-12
505-(c)					MC, 52.249-13
505-(d)					MC, 52.249-14
601-2(h)	Identify	I	I	WILL	ACO/identify the contracting officer
603	Alter	P	E	MAY	TCO/modify the contents of these agreements
603-7	Decide	D	I		acknowledges that the contractor has no obligation
606	Use	D	E	SHALL	use the following format
606-(c)(3)	Alter	P	E	MAY	incorporate in each Notice of Termination
606-(c)(3)	Inform	C	E	MAY	issue specific instructions
607-(a)	Decide	D	I	MAY	terminate for default under the terms
607-(b)	Solve	D	I		considering terminating the contract
Part 50					
102-(c)	Pursue	I	E	SHOULD	seek legal advice

PARA	BEHAVIOR	ACTIVITY	EXPL/ IMPL	STATEMENT REQUIREMENT	
302-1(a)	Alter	P	I	MAY	the contract may be amended without consideration
304-(a)	Ask for	C	E	SHALL	request the contractor to support any request
305-(a)	Search	S	E	SHALL	make a thorough investigation to establish the facts
305-(a)	Receive	S	I	SHALL	obtained from contractor and government personnel
305-(b)	Talk	C	I	SHOULD	maintain liaison with each other
305-(d)	Receive	S	I	SHALL	obtain advice on the issue
403-2(a)	Search	S	E	SHALL	review the indemnification request
403-2(a)	Solve	D	E	SHALL	ascertain whether it contains all required information
403-2(a)	Advise	C	E	SHALL	notify the contractor promptly
403-2(a)	Inform	C	E	SHALL	forward the request
403-2(d)	Decide	D	E	MAY	approve the contractor's written request
403-3					MC, 52.250-1
403-3					MC, 52.250-1, Alternate I
Part 51					
101-(a)	Decide	D	E	MAY	authorize contractors to use these sources
102-(a)	Process	P	E	SHALL	place in the contract file
102-(a)	Write	P	I	SHALL	a written finding supporting issuance of the authorization
102-(b)	Ask for	C	E	SHALL	request in writing
102-(b)	Write	P	I	SHALL	request in writing
102-(e)(1)	Identify	I	E	SHALL	cite the contract number(s) involved

PARA	BEHAVIOR	ACTIVITY	EXPL/ IMPL	STATEMENT	REQUIREMENT
102-(e)(2)	Execute	D	E	SHALL	limit the period of the authorization
102-(e)(3)	Identify	I	E	SHALL	specify as appropriate
102-(e)(4)(i)	Decide	D	E	MAY	authorize purchases from government supply sources
102-(e)(4)(ii)	Execute	D	E	MAY	limit any authorization requirement
102-(e)(4)(iii)	Execute	D	E	MAY	restrict the authorization to certain facilities
102-(e)(4)(iv)	Inform	C	E	MAY	provide specifically if vesting of title
102-(e)(5)	Advise	C	E	SHALL	instruct the contractor to comply
104	Advise	C	E	SHALL	notify the appropriate GSA regional office
105	Direct	C	E	SHOULD	direct their contractors to make payment
107					MC, 52.251-1
107					MC, 52.251-1, Alternate I
201-(a)	Decide	D	E	MAY	authorize cost-reimbursement contractors to obtain
202-(a)	Decide	D	E	MAY	authorize a cost-reimbursement contractor to obtain
205					MC, 52.251-2
205	Decide	D	E	MAY	authorize the contractor to use interagency motor pool vehicles
Part 52					
101-(e)(3)	Screen	I	E	SHALL	refer to the FAR test
101-(f)	Alter	P	I	SHALL	its date should be included
102-1(b)	Use	D	I	SHOULD	be incorporated by reference
102-1(b)	Inform	C	E	SHALL	provide the full test of any provisions

PARA	BEHAVIOR	ACTIVITY	EXPL/ IMPL	STATEMENT REQUIREMENT	
102-1(d)	Alter	P	E	SHALL	include in such sections the following statement
102-2(a)	Use	D	I	SHALL	be incorporated in solicitations
103-(a)	Identify	I	I	SHALL	be identified by number, title, and date
103-(a)	Alter	P	E	SHALL	insert "(DEVIATION)" after the date
103-(c)	Identify	I	I	SHALL	be identified by the title, date, and name
104-(d)	Process	P	I		insert the fill-in information directly below the title
104-(e)	Process	P	I		insert the fill-in information in the blanks
105-(a)	Receive	S	I	SHALL	be read in conjunction with the preference
107-(a)(1)					MC, 52.252-1
107-(a)(2)					MC, 52.252-1, Alternate I
107-(b)(1)					MC, 52.252-2
107-(b)(2)					MC, 52.252-2, Alternate I
107-(c)					MC, 52.252-3
107-(d)					MC, 52.252-4
107-(e)					MC, 52.252-5
107-(e)	Identify	I	E	SHALL	identify it by the same number
107-(e)	Alter	P	E	SHALL	insert "DEVIATION" after the date
107-(f)					MC, 52.252-6
107-(f)	Identify	I	E	SHALL	identify it by the same number
107-(f)	Alter	P	E	SHALL	insert "DEVIATION" after the date of the clause
203-1					insert the following clause in solicitations
203-2	Alter	P	I		insert the following provision

PARA	BEHAVIOR	ACTIVITY	EXPL/ IMPL	STATEMENT	REQUIREMENT
203-3	Alter	P	I		insert the following provision
203-4	Alter	P	I		insert the following provisions
203-5	Alter	P	I		insert the following provisions
203-6	Alter	P	I		insert the following provisions
203-7	Alter	P	I		insert the following provisions
203-7(c)(4)	Alter	P	E	MAY	offset the amount of the kickback
203-7(c)(4)	Direct	C	E	MAY	order that monies withheld under subdivision (c)(4)(ii) of this clause be paid
203-7(c)(4)	Direct	C	E	MAY	direct that the prime contractor withhold
204-1	Alter	P	I		insert the following provision
204-2	Alter	P	I		insert the following provision
204-2(f)	Review	S	E	SHALL	explore the circumstances surrounding the proposed change
204-2(f)	Solve	D	E	SHALL	work out a mutually satisfactory method
204-2(g)	Execute	D	E	SHALL	terminate the contract in whole or in part
204-3	Alter	P	I		insert the following provision
207-1	Alter	P	I		insert the following provision
207-1(b)	Process	P	E	WILL	open the bids and the envelope containing the cost estimate
207-1(d)	Decide	D	E	WILL	award a contract
207-1(d)	Decide	D	E	WILL	cancel this selection
207-2	Alter	P	I		insert the following provision
207-2(a)	Decide	D	I		this solicitation will be cancelled
207-2(c)	Process	P	E	WILL	open the sealed cost-estimate envelope

PARA	BEHAVIOR	ACTIVITY	EXPL/ IMPL	STATEMENT	REQUIREMENT
207-2(c)(1)	Decide	D	E	WILL	award a contract
207-2(c)(1)	Inform	C	E	WILL	publicly reveal the completed cost-comparison form
207-2(c)(1)	Advise	C	E	WILL	notify the contractor
207-2(c)(1)	Write	P	I	WILL	notify the contractor in writing
207-2(c)(1)	Decide	D	E	WILL	cancel the contract
207-2(c)(2)	Inform	C	E	WILL	publicly disclose this result
207-2(c)(2)	Decide	D	E	WILL	cancel this solicitation
207-2(c)(2)	Decide	D	E		award a contract as appropriate
207-2(d)	Search	S	I	WILL	this review will be completed
207-3	Alter	P	I		insert the following clause
207-4	Alter	P	I		insert the following provision
208-1	Alter	P	I		insert the following provision
208-1(d)	Solve	D	E	SHALL	evaluate the impact
208-1(d)	Alter	P	E		make an equitable adjustment in the contract price
208-2	Alter	P	I		insert the following provision
208-3	Alter	P	I		insert the following provision
208-4	Alter	P	I		insert the following provision
208-4(e)	Execute	D	I		the government shall pay rent
208-5	Alter	P	I		insert the following clause in solicitations
208-5	Inform	C	E	SHALL	promptly inform the contractor
208-5	Write	P	I	SHALL	inform the contractor in writing
208-5	Execute	D	I	MAY	correct the defect or arrange for the lease

PARA	BEHAVIOR	ACTIVITY	EXPL/ IMPL	STATEMENT	REQUIREMENT
208-5	Execute	D	I	SHALL	charge or set off against the contractor
208-5	Decide	D	I	SHALL	terminate the contract
208-6	Alter	P	I		insert the following clause in solicitations
208-7	Alter	P	I		insert a clause substantially as follows
209-1	Alter	P	I		insert the following clause
209-1(d)	Decide	D	E	MAY	terminate the contract for default
209-1(d)	Decide	D	E	MAY	allow performance to continue
209-1(e)	Decide	D	E	SHALL	reject the bid
209-3					insert the following clause in solicitations
209-3(b)	Advise	C	E	SHALL	notify the contractor in writing
209-3(c)	Execute	D	I	SHALL	take action on this report
209-3(f)	Alter	P	E	SHALL	equitably adjust under the Changes clause
209-3	Alter	P	E	SHALL	Alternate I/ equitably adjust under the Changes clause
209-3(g)	Direct	C	E	MAY	Alternate II/ authorize the contractor to acquire
209-4	Alter	P	E		insert the following clause in solicitations
209-4	Alter	P	E		insert a clause substantially the same
209-4(f)	Alter	P	E	SHALL	equitably adjust under the Changes clause
209-4(h)	Direct	C	E	MAY	Alternate II/ authorize the contractor to acquire
209-4	Alter	P	I		Alternate II/ add the following paragraph
209-5	Alter	P	I		insert the following provision
209-5(e)	Decide	D	E	MAY	terminate the contract
209-6	Alter	P	I		insert the following clause

PARA	BEHAVIOR	ACTIVITY	EXPL/ IMPL	STATEMENT REQUIREMENT	
210-1	Alter	P	I		insert the following provision
210-2	Alter	P	I		insert the following provisions
210-3	Alter	P	I		insert a provision substantially the same
210-4	Alter	P	I		insert a provision substantially the same
210-5	Alter	P	I		insert the following clause in solicitations
210-5	Alter	P	E	MAY	insert the clause in solicitations
210-6	Alter	P	I		insert the following provision in solicitations
210-6	Alter	P	E	MAY	insert the provision in solicitations for services
210-7	Alter	P	I		insert the following clause in solicitations
209-3	Alter	P	I		Alternate II/ substitute the following paragraph
210-7	Alter	P	E	MAY	insert the following clause
210-7	Alter	P	I	MAY	insert the clause in solicitations
212-1	Alter	P	I	MAY	insert a clause substantially as follows
212-1(a)	Solve	D	I	WILL	evaluate equally, as regards time of delivery
212-1(b)	Inform	C	I	WILL	mail or otherwise furnish to the offeror an award
212-1(b)	Solve	D	I	WILL	evaluate an offer that proposes delivery
212-1	Alter	P	E	MAY	Alternate I/ substitute the following paragraph
212-1	Alter	P	E	MAY	Alternate II/ substitute the following paragraph
212-1	Alter	P	E	MAY	Alternate III/ may delete paragraph (b) of the basic clause
212-2	Alter	P	E	MAY	insert a clause substantially as follows
212-2(b)	Inform	C	I	WILL	mail or otherwise furnish to the offeror
212-2(b)	Solve	D	I	WILL	evaluate any offer that proposes delivery

PARA	BEHAVIOR	ACTIVITY	EXPL/ IMPL	STATEMENT	REQUIREMENT
212-2	Alter	P	E	MAY	Alternate I/ substitute the following paragraph
212-2	Alter	P	E	MAY	Alternate II/ substitute the following paragraph
212-2	Alter	P	E	MAY	Alternate III/ delete paragraph (b) of the basic clause
212-3	Alter	P	I		insert the following clause
212-3	Identify	I	E	SHALL	specify either a number of days
212-3	Alter	P	I		Alternate I/ add the following paragraph to the basic clause
212-4	Alter	P	E	MAY	insert the following clause in solicitations
212-4(b)	Decide	D	I	MAY	terminate this contract in whole
212-5	Alter	P	E	MAY	insert the following clause in solicitations
212-5	Alter	P	I		revise paragraph (a) of the clause
212-6	Alter	P	I		revise paragraph (a) of the clause
212-7	Alter	P	I		insert the following provision
212-8	Alter	P	I		insert the following clause
212-9	Alter	P	I		insert the following clause in solicitations
212-9(b)	Alter	P	I	SHALL	insert in the blank the designation(s)
212-10	Alter	P	E	MAY	insert the following clause in solicitations
212-11	Alter	P	I		insert the following clause in solicitations
212-11	Solve	D	E	SHALL	ascertain the facts and make an adjustment
212-12	Alter	P	E		insert the following clause in solicitations
212-12(a)	Direct	C	E	MAY	order the contractor, in writing, to suspend
212-12(a)	Write	P	I	MAY	order the contractor, in writing
212-12(b)	Alter	P	I	SHALL	an adjustment shall be made

PARA	BEHAVIOR	ACTIVITY	EXPL/ IMPL	STATEMENT	REQUIREMENT
212-13	Alter	P	I		insert the following clause
212-13(a)	Direct	C	E	MAY	require the contractor to stop
212-13(a)(1)	Decide	D	E	SHALL	cancel the stop-work order
212-13(b)(2)	Receive	S	E	MAY	receive and act upon
212-13(b)(2)	Execute	D	E	MAY	act upon the claim
212-13(a)(2)	Decide	D	E	SHALL	terminate the work covered by the order
212-13(b)	Alter	P	E	SHALL	make an equitable adjustment in the delivery schedule
212-13(b)	Alter	P	E	SHALL	the contract shall be modified
212-13(b)	Write	P	I	SHALL	be modified, in writing
212-13(c)	Decide	D	E	SHALL	allow reasonable costs
212-13(d)	Decide	D	E	SHALL	allow, by equitable adjustment
212-13(d)	Alter	P	I	SHALL	by equitable adjustment or otherwise
212-13	Alter	P	I		Alternate I/ substitute in paragraph (a)(2) the words. . .
212-13(d)	Alter	P	I		substitute the words "an equitable adjustment"
212-14	Alter	P	I		insert the following clause in solicitations
212-14(a)	Direct	C	E	MAY	require the contractor to stop all, or any part of the acquisition
212-14(a)	Identify	I	I	SHALL	identified as a stop work order
212-14(a)(1)	Decide	D	E	SHALL	either -cancel the stop work order
212-14(a)(2)	Decide	D	E	SHALL	either -terminate the work covered by the order
212-14(b)	Alter	P	E	SHALL	make an equitable adjustment
212-14(b)	Alter	P	E	SHALL	the contract shall be modified
212-14(b)	Write	P	I	SHALL	modified, in writing

PARA	BEHAVIOR	ACTIVITY	EXPL/ IMPL	STATEMENT	REQUIREMENT
212-14(b)(2)	Receive	S	E	MAY	the contracting officer may receive
212-14(b)(2)	Execute	D	E	MAY	act upon the claim
212-14(c)	Decide	D	E	SHALL	allow reasonable costs resulting from the stop work order
212-15	Alter	P	I		insert the following clause
212-15(a)	Alter	P	I	SHALL	the contract shall be modified
212-15(a)	Write	P	I	SHALL	modified in writing accordingly
212-15(a)	Alter	P	I	SHALL	adjustment shall also be made in the delivery or performance dates
213-1	Alter	P	I		insert the following clause
213-2	Alter	P	I		insert the following clause
213-3	Alter	P	I		insert the following clause
214-1	Alter	P	I		insert the following provision
214-2	Alter	P	I		insert the following provision
214-3	Alter	P	I		insert the following provisions
214-3(b)	Receive	S	I	MUST	receive the acknowledgement
214-4	Alter	P	I		insert the following provision
214-5	Alter	P	I		insert the following provision
214-6	Alter	P	I		insert the following provision
214-7	Alter	P	I		insert the following provision
214-8	Alter	P	I		insert the following provision
214-9	Alter	P	I		insert the following provision
214-10	Alter	P	I		insert the following provision
214-10(a)	Solve	D	I	WILL	evaluate bids

PARA	BEHAVIOR	ACTIVITY	EXPL/ IMPL	STATEMENT	REQUIREMENT
214-10(b)	Decide	D	I	MAY	reject any or all bids
214-10(b)	Decide	D	I	MAY	accept other than the lowest bid
214-10(b)	Decide	D	I	MAY	waive informalities or minor irregularities
214-10(c)	Decide	D	I	MAY	accept any item or group of items of a bid
214-12	Alter	P	I		insert the following provision
214-13	Alter	P	I		insert the following provision
214-13	Alter	P	I		Alternate I/ substitute the following for paragraph (d) of the basic clause
214-14	Alter	P	I		insert the following provision
214-15	Alter	P	I		insert the following provision
214-16	Alter	P	I		insert the following provision
214-16(c)	Direct	C	I		require a minimum acceptance period of
214-17	Alter	P	I		insert the following provision
214-18	Alter	P	I		insert the following provision
214-19	Alter	P	I		insert the following provision
214-19(a)	Solve	D	I	WILL	evaluate bids in response to this solicitation
214-20	Alter	P	I		insert the following provision
214-20(d)	Alter	P	I		Alternate I/ add the following paragraph (e) to the basic provision
214-20(e)	Decide	D	E	MAY	Alternate I/ the requirement for furnishing bid samples may be waived
214-21	Alter	P	I		insert the following provision
214-21	Alter	P	I		Alternate I/ add the following paragraphs (d) and (e)
214-20	Alter	P	I		add the following paragraphs

PARA	BEHAVIOR	ACTIVITY	EXPL/ IMPL	STATEMENT	REQUIREMENT
214-21(d)	Decide	D	E	MAY	the requirement for descriptive literature under this solicitation may be waived
214-22	Alter	P	I		insert the following provision
214-23	Alter	P	I		insert the following provision
214-24	Alter	P	I		insert the following provision
214-25	Alter	P	I		insert the following provision
214-26	Alter	P	I		insert the following provision
214-27	Alter	P	I		insert the following provision
214-28	Alter	P	I		insert the following clause in solicitations
214-29	Alter	P	I		insert the following clause
214-29	Solve	D	I	SHALL	be resolved by giving precedence
215-1	Alter	P	I		insert the following clause
215-2	Alter	P	I		insert the following clause
215-2	Alter	P	I		Alternate I/ add the following sentence
215-3	Alter	P	I		insert the following provision
215-4	Alter	P	I		insert the following provision
215-5	Alter	P	I		insert the following provision
215-6	Alter	P	I		insert the following provision
215-7	Alter	P	I		insert the following provision
215-8	Alter	P	I		insert the following provision
215-9	Alter	P	I		insert the following provision
215-10	Alter	P	I		insert the following provision

PARA	BEHAVIOR	ACTIVITY	EXPL/ IMPL	STATEMENT	REQUIREMENT
215-11	Alter	P	I		insert the following provision
215-12	Alter	P	I		insert the following provision
215-13	Alter	P	I		insert the following provision
215-14	Alter	P	I		insert the following provision
215-15	Alter	P	I		insert the following provision
215-16	Alter	P	I		insert the following provision
215-16(a)	Decide	D	I	WILL	the government will award a contract
215-16(b)	Decide	D	I	MAY	reject any or all offers
215-16(b)	Decide	D	I	MAY	accept other than the lowest offer
215-16(b)	Decide	D	I	MAY	waive informalities and minor irregularities
215-16(c)	Decide	D	I	MAY	award a contract on the basis of initial offers
215-16(d)	Decide	D	I	MAY	accept any item or group of items
215-16(e)	Decide	D	I	MAY	accept an offer
215-17	Alter	P	I		insert the following provision
215-17(e)	Alter	P	I		Alternate I/substitute the following for paragraph (d) of the basic provision
215-19	Alter	P	I		insert the following provision
215-20	Alter	P	I		insert the following provision
215-21	Alter	P	I		insert the following clause in solicitations
215-21	Alter	P	I		Alternate I/add the following paragraph (d) to the basic goal
215-21	Alter	P	I		Alternate III/ add the following paragraph (d) to the basic clause
215-22	Alter	P	I		insert the following clause

PARA	BEHAVIOR	ACTIVITY	EXPL/ IMPL	STATEMENT	REQUIREMENT
215-23	Alter	P	I		insert the following clause
215-24	Alter	P	I		insert the following clause
215-25	Alter	P	I		insert the following clause
215-26	Alter	P	I		insert the following clause
215-26	Alter	P	I		Alternate I/ substitute the following paragraph (c) for paragraph (c) of the basic clause
215-30	Alter	P	I		insert the following provision
215-31	Alter	P	I		insert the following clause
215-32	Alter	P	I		insert the following clause
215-33	Alter	P	I		insert the following clause
215-34	Alter	P	I		insert the following provision
216-1	Process	P	I		complete and insert the following provisions
216-2	Alter	P	I		insert the following clause in solicitations
216-2	Alter	P	I	MAY	the clause may be modified
216-2(c)(5)	Execute	D	E	MAY	the contracting officer may cancel
216-2(d)	Execute	D	E		pay for such deliveries
216-3	Alter	P	I		insert the following clause in solicitations
216-3	Alter	P	I	MAY	be modified by increasing the 10-per cent limit
216-3(c)(5)	Execute	D	E	MAY	the contracting officer may cancel
216-4	Alter	P	I		insert a clause that is substantially the same
216-4	Alter	P	I	MAY	be modified by increasing the 10 per cent limit
216-4(b)	Decide	D	E	SHALL	negotiate a price adjustment in the contract unit prices

PARA	BEHAVIOR	ACTIVITY	EXPL/ IMPL	STATEMENT	REQUIREMENT
216-4(b)	Alter	P	E	MAY	postpone the negotiations
216-4(b)	Alter	P	E	SHALL	modify the contract to include
216-4(e)	Solve	D	E	MAY	examine the contractor's book
216-5	Alter	P	E		insert the following clause in solicitations
216-5(d)(3)	Alter	P	E	MAY	suspend payments under this contract
216-5(e)	Decide	D	E	SHALL	promptly negotiate to redetermine fair and reasonable prices
216-5(j)	Inform	C	E	SHALL	issue a decision
216-6	Alter	P	I		insert the following clause in solicitations
216-6(c)(2)	Alter	P	I	MAY	suspend payments under this contract
216-6(d)	Decide	D	E	SHALL	negotiate to redetermine fair and reasonable
216-6(i)	Inform	C	E	SHALL	issue a decision in accordance with the dispute clause
216-6(i)	Decide	D	I	SHALL	issue a decision
216-7	Alter	P	I		insert the following clause
216-8	Alter	P	I		insert the following clause
216-8(a)	Execute	D	E	SHALL	pay the contractor for performance this contract
216-8(b)	Execute	D	E	MAY	withhold further payment
216-9	Alter	P	I		insert the following clause
216-9(a)	Execute	D	I	SHALL	pay to the contractor
216-9(c)	Execute	D	E	MAY	withhold further payment of fee
216-10	Alter	P	I		insert the following clause
216-10(c)	Execute	D	I	SHALL	pay on the basis
216-10(c)	Execute	D	E	MAY	withhold further payment of fee

PARA	BEHAVIOR	ACTIVITY	EXPL/ IMPL	STATEMENT REQUIREMENT	
216-11	Alter	P	I		insert the following clause
216-11	Alter	P	I	MAY	this clause may be modified
216-11(b)	Execute	D	E	MAY	withhold further payment of allowable costs
216-11	Alter	P	I		Alternate I/delete paragraph (b) of the basic clause
216-12	Alter	P	I		insert the following clause
216-12(b)	Execute	D	E		withhold further payment
216-12	Alter	P	I		Alternate I/ delete paragraph (b) of the basic clause
216-13	Alter	P	I		insert the following clause
216-13(a)	Execute	D	I	SHALL	pay the contractor
216-13(d)	Execute	D	I	SHALL	reimburse the contractor
215-13(e)	Use	D	I	MAY	quick close out procedures may be used
216-13(g)	Execute	D	E	MAY	Alternate I/ withhold payment of allowable costs
216-13	Alter	P	I		Alternate I/ add the following paragraphs
216-14	Alter	P	I		insert the following clause
216-15	Alter	P	I		insert the following clause
216-15(d)	Decide	D	E	SHALL	negotiate rates for subsequent periods
216-16	Alter	P	I		insert the following clauses
216-16(d)	Use	D	E	SHALL	promptly establish the total final price
216-16(d)(1)	Decide	D	E	SHALL	negotiate the total final cost
216-16(i)	Inform	C	E	SHALL	promptly issue a decision
216-16(i)	Decide	D	I	SHALL	issue a decision
216-16(j)	Decide	D	I	SHALL	elements of the termination shall be resolved

PARA	BEHAVIOR	ACTIVITY	EXPL/ IMPL	STATEMENT	REQUIREMENT
216-16	Alter	P	I		Alternate I/ add the following paragraph
216-17	Alter	P	I		insert the following clause
216-17(d)	Decide	D	E	SHALL	establish either a firm fixed price or profit adjustment
216-17(d)(1)	Decide	D	I	SHALL	negotiate a firm target cost
216-17(d)(4)	Use	D	E	SHALL	establish a profit adjustment
216-17(f)	Use	D	E	SHALL	establish the total final price
216-17(f)(1)	Decide	D	I	SHALL	negotiate the total final cost incurred
216-17(f)(2)	Solve	D	I	SHALL	be established by applying to the final negotiated cost
216-17(k)	Inform	C	E	SHALL	promptly issue a decision in accordance
216-17					Alternate I/ add the following paragraph
216-18	Alter	P	I		insert the following clause
216-19	Alter	P	I		insert a clause substantially the same
216-20	Alter	P	I		insert the following clause in solicitations
216-21	Alter	P	I		insert the following clause
216-21	Alter	P	I		Alternate I/ substitute the following paragraph
216-21(c) requirements	Execute	D	I	SHALL	Alternate I/ order from the contractor all of that activity's
216-21	Alter	P			Alternate II/ add the following paragraph (g) to the basic clause
216-21(g)	Execute	D	E	MAY	Alternate II/ acquire similar products by brand name
216-21	Alter	P	I		Alternate III/ substitute the following paragraph
216-21(c)	Execute	D	I	SHALL	Alternate III/ order from each contractor
216-21(c)	Process	P	E	SHALL	Alternate III/ allocate successive orders

PARA	BEHAVIOR	ACTIVITY	EXPL/ IMPL	STATEMENT REQUIREMENT	
216-21	Alter	P	I		Alternate IV/ substitute the following
216-21(c)	Execute	D	E	SHALL	Alternate IV/ order from each contractor
216-21(c)	Process	P	E	SHALL	Alternate IV/ allocate successive orders
216-20(b)	Execute	D	I	SHALL	order the quantity of supplies or services specified
216-20(c)	Inform	C	I	MAY	issue orders requiring delivery
216-21(b)	Inform	C	I	MAY	issue orders requiring delivery
216-21(c)	Execute	D	I	SHALL	order from the contractor
216-21(e)	Execute	D	I	MAY	acquire the urgently required goods
216-21(c)	Decide	D	I		Alternate III/ may choose between the set-aside
216-21(c)	Decide	D	I		Alternate IV/ may choose between the set-aside
216-22	Alter	P	I		insert the following clause
216-22(b)	Execute	D	I	SHALL	order at least the quantity of supplies designated
216-22(c)	Inform	C	I	MAY	issue orders requiring delivery
216-23	Alter	P	I		insert the following clause
216-24	Alter	P	I		insert the following clause
216-25	Alter	P	I		insert the following clause
216-25	Alter	P	I	MAY	be deleted from paragraph (a) of the clause
216-25(c)	Solve	D	E	MAY	determine a reasonable price or fee
216-25	Alter	P	I		Alternate I/ add the following paragraph
216-26(b)	Solve	D	E	SHALL	determine allowable costs in accordance with
216-26(f)	Execute	D	E	MAY	have the contractor's invoices or voucher audited
217-1	Alter	P	I		insert the following clause in solicitations

PARA	BEHAVIOR	ACTIVITY	EXPL/ IMPL	STATEMENT	REQUIREMENT
217-1(a)	Advise	C	E	SHALL	notify the contractor in writing
217-1(a)	Write	P	I	SHALL	notify the contractor in writing
217-1(a)	Alter	P	E	SHALL	modify the amount of funds
217-2	Alter	P	I		insert the following
217-2(a)	Execute	D	I	SHALL	cancellation shall occur
217-2(i)	Alter	P	I	SHALL	the "Option" clause of this contract shall be included
217-2	Alter	P	I		Alternate I/ substitute the following paragraph
217-3	Alter	P	I		insert a provision substantially the same
217-3	Solve	D	I	WILL	evaluate offers for award purposes
217-4	Alter	P	I		insert a provision substantially the same
217-4	Solve	D	I	WILL	evaluate the total price
217-5	Alter	P	I		insert a provision substantially the same
217-5(a)	Solve	D	I	WILL	evaluate offers for award purposes
217-5(b)	Decide	D	I	MAY	reject an offer as non-responsive
217-6	Alter	P	I		insert a clause substantially the same
217-6	Alter	P	I	MAY	increase the quantity of supplies
217-6	Use	D	E	MAY	exercise the option
217-6	Write	P	E	MAY	exercise the option by written notice
217-7	Alter	P	I		insert a clause substantially the same
217-7	Direct	C	I	MAY	require the delivery of the numbered line item
217-7	Use	D	E	MAY	exercise the option
217-7	Write	P	I	MAY	exercise the option by written notice

PARA	BEHAVIOR	ACTIVITY	EXPL/ IMPL	STATEMENT	REQUIREMENT
217-8	Alter	P	I		insert a clause substantially the same
217-8	Direct	C	I	MAY	require continued performance of any services
217-8	Use	D	E	MAY	exercise the option
217-8	Write	P	E	MAY	exercise the option by written notice
217-9	Alter	P	I		insert a clause substantially the same
217-9	Alter	P	I	MAY	extend the term of this contract
217-9	Write	P		MAY	extend the term of this contract by written notice
219-1	Alter	P	I		insert the following provision
219-2	Alter	P	I		insert the following provision
219-3	Alter	P	I		insert the following provision
219-4	Alter	P	I		insert the following provision
219-5	Alter	P	I		insert the following provision
219-6	Alter	P	I		insert the following clause
219-7	Alter	P	I		insert the following clause
219-8	Alter	P	I		insert the following clause
219-9	Alter	P	I		insert the following clause
219-9(h)	Solve	D	E	WILL	be considered by the contracting officer
219-9	Alter	P	I		Alternate I/ substitute the following paragraph
219-10	Alter	P	I	MAY	insert in solicitations and contracts
219-10	Alter	P	E	MAY	vary the terms of the clause
219-11	Alter	P	I		insert the following clause
219-12	Alter	P	I		insert the following clause

PARA	BEHAVIOR	ACTIVITY	EXPL/ IMPL	STATEMENT	REQUIREMENT
219-13	Alter	P	I		insert the following clause
219-14	Alter	P	I		insert the following clause
220-1	Alter	P	I		insert the following clause
220-2	Alter	P	I		insert the following clause
220-3	Alter	P	I		insert the following clause
220-4	Alter	P	I		insert the following clause
220-4	Direct	C	E	SHALL	urge contractors
222-1	Alter	P	I		insert the following clause in solicitations
222-2	Alter	P	I		insert the following clause in solicitations
222-3	Alter	P	I		insert the following clause in solicitations
222-4(b)	Solve	D	I	SHALL	liquidated damages shall be computed
222-4(c)	Execute	D	E	SHALL	withhold or cause to be withheld
222-6	Alter	P	I		insert the following clause
222-6(b)(1)	Direct	C	E	SHALL	require that any class of laborers
222-6(b)(1)	Decide	D	E	SHALL	approve an additional classification
222-6(b)(2)	Inform	C	E	SHALL	sent by the contracting officer to the administrator
222-6(b)(3)	Direct	C	E	SHALL	refer the questions
222-7	Alter	P	I		insert the following clause
222-7	Execute	D	E	SHALL	withhold or cause to be withheld from the contractor
222-7	Execute	D	E	SHALL	take such action
222-7	Write	P	I	SHALL	after written notice to the contractor
222-8	Alter	P	I		insert the following clause

PARA	BEHAVIOR	ACTIVITY	EXPL/ IMPL	STATEMENT	REQUIREMENT
222-9	Alter	P	I		insert the following clause
222-10	Alter	P	I		insert the following clause
222-11	Alter	P	I		insert the following clause
222-11(a)	Direct	C	E	MAY	the contracting office may, by appropriate instructions, require
222-12	Alter	P	I		insert the following clause
222-13	Alter	P	I		insert the following clause
222-14	Alter	P	I		insert the following clause
222-14	Solve	D	I	SHALL	such disputes shall be resolved
222-14	Use	D	I	SHALL	in accordance with those procedures
222-15	Alter	P	I		insert the following clause
222-16	Alter	P	I		insert the following clause
222-17	Alter	P	I		insert the following clause
222-17(b)	Use	D	I	SHALL	be incorporated into the contract
222-19	Alter	P	I		insert the following provision
222-20	Alter	P	I		insert the following clause
222-21	Alter	P	I		insert the following provision
222-22	Alter	P	I		insert the following provision
222-23	Alter	P	I		insert the following provision
222-23(e)	Alter	P	E	SHALL	insert description of the geographical area
222-25	Alter	P	I		insert the following provision
222-26	Alter	P	I		insert the following clause
222-26(b)(5)	Inform	C	E		the notice provided by the contracting officer

PARA	BEHAVIOR	ACTIVITY	EXPL/ IMPL	STATEMENT	REQUIREMENT
222-26	Alter	P	I	SHALL	Alternate I/ add the following as a preamble
222-27	Alter	P	I		insert the following clause
222-28	Alter	P	I		insert the following clause
222-29	Alter	P	I		insert the following clause
222-35	Alter	P	I		insert the following clause
222-35	Alter	P	I		Alternate I/ add the following as a preamble
222-36	Alter	P	I		insert the following clause
222-36	Alter	P	I		Alternate I/ add the following as a preamble
222-37	Alter	P	I		insert the following clause
222-40	Alter	P	I		insert the following clause
222-41	Alter	P	I		insert the following clause
222-41(c)(ii)	Search	S	E		review the proposed classification
222-41(j)(3)	Execute	D	E	SHALL	take action to cause suspension of any further payment
222-41(k)	Execute	D	E	SHALL	withhold or cause to be withheld
222-41(k)	Execute	D	E	SHALL	cause suspension of any further payment
222-41(n)	Inform	C	E	SHALL	turn over such list to the successor contractor
222-41(t)	Solve	D	E	SHALL	such disputes shall be resolved
222-42	Alter	P	I		insert the following clause
222-43	Alter	P	I		insert the following clause
222-44	Alter	P	I		insert the following clause
222-45	Alter	P	I		insert the following provision
222-46	Alter	P	I		insert the following provision

PARA	BEHAVIOR	ACTIVITY	EXPL/ IMPL	STATEMENT REQUIREMENT	
222-47	Alter	P	I		insert the following clause
222-48	Alter	P	I		insert the following clause
222-49	Alter	P	I		insert the following clause
222-49(a)	Ask for	C	E	WILL	request wage determinations
222-49(b)	Ask for	C	I	SHALL	be requested
222-49(b)	Use	D	I	SHALL	incorporated in the resultant contract
223-1	Alter	P	I		insert the following provision
223-2	Alter	P	I		insert the following clause
223-3	Alter	P	I		insert the following clause
223-4	Alter	P	I		insert the following provision
223-5	Alter	P	I		insert the following provision
223-6	Alter	P	I		insert the following clause
224-1	Alter	P	I		insert the following clause
224-2	Alter	P	I		insert the following clause
225-6	Alter	P	I		insert the following provision
225-6(c)	Solve	D	I		offers will be evaluated
225-8	Alter	P	I		insert the following provision
225-9	Alter	P	I		insert the following clause
225-9(b)	Alter	P	I		insert the dollar threshold amount
225-9(c)	Solve	D	I	WILL	be evaluated in accordance with the policies
225-10	Alter	P	I		insert the following clause
225-10	Use	D	I	MAY	used in contracts of $100,000 or less

PARA	BEHAVIOR	ACTIVITY	EXPL/ IMPL	STATEMENT	REQUIREMENT
225-10	Use	D	I		used in contracts of $100,000 or less
225-10	Alter	P	I	SHALL	be modified to reduce the dollar figure
225-10(b)(2)	Advise	C	I	SHALL	notify the contractor within 10 days
225-11	Alter	P	I		insert the following clause in solicitation
225-13	Alter	P	I		insert the following clause
227-1	Alter	P	I		insert the following clause
227-1(a)	Solve	D	I	SHALL	be determined solely by the provisions
227-1	Alter	P	I		Alternate I/ the following is substituted for paragraph (a)
227-1(a)	Decide	D	I		Alternate I/ the government authorizes and consents
227-1	Alter	P	I		Alternate II/ the following is substituted
227-1(a)	Decide	D	I		Alternate II/ the government authorizes and consents
227-2	Alter	P	I		insert the following clause
227-3	Alter	P	I		insert the following clause
227-3	Alter	P	I		Alternate I/ the following paragraph is added
227-3	Identify	I	E		Alternate I/ list and/or identify the items
227-3	Alter	P	I		Alternate II/ the following paragraph (c) is added
227-3	Identify	I	I		Alternate II/ list and/or identify the items
227-3	Alter	P	I		Alternate III/ the following paragraph is added
227-4	Alter	P	I		insert the following clause
227-4	Identify	I	I		Alternate I/ designate the first paragraph
227-4	Alter	P	I		Alternate I/ add the following to the basic clause
227-4	Identify	I	E		Alternate I/ specifically identify the item

PARA	BEHAVIOR	ACTIVITY	EXPL/ IMPL	STATEMENT	REQUIREMENT
227-5	Alter	P	I		insert the following clause
227-5	Decide	D	I		authorizes and consents to the use
227-5	Identify	I	E		identify the patents by number
227-6	Alter	P	I		insert the following provision
227-6	Alter	P	I		Alternate I/ substitute the following
227-7	Alter	P	I		insert the following provision
227-8	Alter	P	I		insert the following clause
227-9	Alter	P	I		insert the following clause
227-10	Alter	P	I		insert the following clause
227-10(a)	Solve	D	I	SHALL	the government shall determine
227-11	Alter	P	I		insert the following clause
227-11	Alter	P	I		Alternate I/ add the following sentence
227-12	Alter	P	I		insert the following clause
227-12(n)(2)	Ask for	C	E	MAY	request title in accordance with
227-12(o)	Execute	D	I	MAY	withhold payment until a reserve
227-12(o)(2)	Execute	D	E	SHALL	such reserve or balance shall be withheld
227-12(o)(4)	Alter	P	E	MAY	decrease or increase the sums withheld
227-12	Alter	P	E		Alternate I/ add the following sentence
227-13	Alter	P	E		insert the following
227-13(g)	Execute	D	E	MAY	withhold payment
227-13(g)(4)	Alter	P	E	MAY	increase or decrease the sums withheld
227-13	Alter	P	I		Alternate I/ add the following sentence

PARA	BEHAVIOR	ACTIVITY	EXPL/ IMPL	STATEMENT REQUIREMENT	
227-14	Alter	P	I		insert the following clause
227-14(c)(2)	Receive	S	I	SHALL	acquire a copyright license
227-14(e)	Execute	D	E	MAY	return the data to the contractor
227-14(e)	Execute	D	E	MAY	cancel or ignore the markings
227-14(e)(i)	Write	P	E	SHALL	make written inquiry
227-14(e)(ii)	Ask for	C	E	SHALL	make written inquiry
227-14(e)(iii)	Solve	D	E	SHALL	consider such written justification and determine
227-14(e)(iii)	Inform	C	E	SHALL	furnish the contractor
227-14(e)(iii)	Write	P	I	SHALL	furnish the contractor a written determination
227-14(e)(iii)	Use	D	I	SHALL	continue to abide by the markings
227-14(f)(2)(i)	Decide	D	E	MAY	permit corrections
227-14(f)(2)(ii)	Execute	D	E	MAY	correct any incorrect notices
227-14	Alter	P	I		Alternate I/ substitute the following definition
227-14	Alter	P	I		Alternate II/ insert the following subparagraph
227-14(g)(2)	Direct	C	E	MAY	Alternate II/ require by written request the delivery
227-14	Alter	P	I		Alternate III/ insert the following subparagraph
227-14(g)(3)(i)	Direct	C	E		Alternate III/ may require by a written request
227-14	Alter	P	I		Alternate IV/ substitute the following subparagraph
227-14	Alter	P	I		Alternate V/ add the following paragraph
227-14(j)	Search	S	E	MAY	Alternate V/ inspect at the contractor's facility
227-14(j)	Identify	I	E	SHALL	Alternate V/ designate an alternate inspector
227-15	Alter	P	I		insert the following provision

PARA	BEHAVIOR	ACTIVITY	EXPL/ IMPL	STATEMENT	REQUIREMENT
227-16	Alter	P	I		insert the following clause
227-16(a)	Direct	C	E	MAY	order any data first produced
227-16(d)	Execute	D	E	MAY	release the contractor from the requirements of this clause
227-17	Alter	P	I		insert the following clause
227-17(c)(ii)	Direct	C	E	MAY	direct the contracting officer to establish
227-18	Alter	P	I		insert the following clause
227-19	Alter	P	I		insert the following clause
227-20	Alter	P	I		insert the following clause
227-20(d)	Decide	D	I		agrees to use these data
227-20(e)	Decide	D	I	MAY	agree to do so
227-20(e)(2)(i)	Decide	D	E	MAY	permit correction, at the contractor's expense
227-21	Alter	P	I		insert the following clause
227-21(a)	Execute	D	E	MAY	release the contractor from all requirements
227-21(b)(2)	Use	D	I	SHALL	rely on the certification
227-21(d)	Alter	P	E	MAY	withhold payment
227-21(d)(2)	Solve	D	E	SHALL	the contracting officer has determined that
227-21(d)(2)	Alter	P	I	SHALL	such reserve or balance shall be withheld
227-21(d)(3)	Alter	P	E	MAY	decrease or increase the sums withheld
227-22	Alter	P	I		insert the following clause
227-23	Alter	P	I		insert the following clause
228-1	Alter	P	I		insert the following clause
228-1	Use	D	I	MAY	may be used for negotiated contract

PARA	BEHAVIOR	ACTIVITY	EXPL/ IMPL	STATEMENT	REQUIREMENT
228-1	Execute	D	E	WILL	return bid guarantees
228-1(c)	Decide	D	E	MAY	terminate the contract for default
228-2	Alter	P	I		insert the following clause
228-3	Alter	P	I		insert the following clause
228-4	Alter	P	I		insert the following clause
228-5	Alter	P	I		insert the following clause
228-5	Alter	P	E	MAY	insert the following clause
228-6	Alter	P	I		insert the following provision
228-7	Alter	P	I		insert the following clause
228-7(a)(3)	Direct	C	E	MAY	the contracting officer may require
228-7(a)(3)	Decide	D	E	MAY	the contracting officer may require or approve
228-7	Alter	P	I		Alternate I/ add the following paragraph
228-8	Alter	P	I		insert the following clause
228-9	Alter	P	I		insert the following clause
228-10	Alter	P	I		insert a clause substantially the same
229-1	Alter	P	I		insert the following clause
229-2	Alter	P	I		insert the following clause
229-2	Alter	P	I		Alternate I/ substitute the following paragraph
229-3	Alter	P	I		insert the following clause
229-3(h)	Inform	C	I	SHALL	furnish evidence
229-4	Alter	P	I		insert the following clause
229-4	Execute	D	E	SHALL	ensure that the contract does not include

PARA	BEHAVIOR	ACTIVITY	EXPL/ IMPL	STATEMENT	REQUIREMENT
229-4(h)	Inform	C	I		furnish evidence
229-5	Alter	P	I		insert the following clause
229-6	Alter	P	I		insert the following clause
229-6(e)	Alter	P	I	SHALL	the contract price shall be decreased
229-6(j)	Alter	P	I	SHALL	the contract price shall be equitably adjusted
229-7	Alter	P	I		insert the following clause
229-8	Alter	P	I		insert the following clause
229-9	Alter	P	I		insert the following clause
229-10	Alter	P	I		insert the following clause
230-1	Alter	P	I		insert the following provision
230-2	Alter	P	I		insert the following provision
230-2	Alter	P	I		insert the following provision
230-3	Alter	P	I		insert the following provision
230-4	Alter	P	I		insert the following clause
230-5	Alter	P	I		insert the following clause
230-6	Alter	P	I		insert the following clause
232-1	Alter	P	I		insert the following clause
232-2	Alter	P	I		insert the following clause
232-3	Alter	P	I		insert the following clause
232-4	Alter	P	I		insert the following clause
232-5	Alter	P	I		insert the following clause
232-5(b)	Decide	D	I		as determined by the contracting officer

PARA	BEHAVIOR	ACTIVITY	EXPL/ IMPL	STATEMENT	REQUIREMENT
232-5(b)	Decide	D	E	MAY	authorize material delivered on the site
232-5(b)	Solve	D	I	MAY	also be taken into consideration
232-5(e)	Decide	D	E	SHALL	authorize payment to be made in full
232-5(e)	Alter	P	E	MAY	retain from previously retained funds
232-5(e)	Execute	D	E	SHALL	release to the contractor
232-5(g)	Execute	D	I	SHALL	reimburse the contractor for the amount
232-6	Alter	P	I		insert the following clause
232-7	Alter	P	I		insert the following clause
232-7(a)(2)	Execute	D	E	SHALL	withhold 5 percent of the amount due
232-7(b)	Solve	D	E	SHALL	be determined by the contracting officer
232-7	Alter	P	I		Alternate I/ add the following subparagraph
232-7	Alter	P	E	MAY	Alternate II/ add the following paragraph
232-8	Alter	P	I		insert the following clause
232-9	Alter	P	I		insert a clause substantially as follows
232-10	Alter	P	I		insert the following clause
232-11	Alter	P	I		insert the following clause
232-12	Alter	P	I		insert the following clause
232-12(e)	Execute	D	I	SHALL	withhold further payments to the contractor
232-12(e)	Alter	P	I	SHALL	deduct from the amount due
232-12(f)(3)	Solve	D	E	SHALL	determine a daily interest rate
232-12(f)(3)	Alter	P	E	SHALL	revise the daily interest rate
232-12(h)	Execute	D	E	SHALL	secure the repayment

PARA	BEHAVIOR	ACTIVITY	EXPL/ IMPL	STATEMENT REQUIREMENT	
232-12(k)(2)(i)	Execute	D	I	MAY	withdraw by checks
232-12(k)(2)(ii)	Execute	D	I	MAY	charge interest
232-12(k)(2)(iii)	Direct	C	I	MAY	demand immediate payment
232-12(k)(2)(iv)	Receive	S	I	MAY	take possession of
232-12(k)(2)(iv)	Use	D	I	MAY	apply the net proceeds
232-12	Alter	P	I		Alternate I/ add the following sentence
232-12	Alter	P	I		Alternate II/ substitute the following paragraphs
232-12(e)	Execute	D	I	SHALL	Alternate II/ withhold further payment
232-12(e)	Use	D	I	SHALL	Alternate II/ applied to reduce the unliquidated advance payments
232-12	Alter	P	I		Alternate III/ add the following sentences
232-12	Alter	P	I		Alternate IV/ add the following sentences
232-13	Alter	P	I		insert the following provision
232-14	Alter	P	I		insert the following provision
232-15	Alter	P	I		insert the following provision
232-16	Alter	P	I		insert the following clause
232-16(a)	Alter	P	I	MAY	may be substituted
232-16(b)	Alter	P	I	SHALL	be substituted for the customary rate
232-16(c)	Alter	P	I	SHALL	the new rate shall be substituted
232-16(d)	Alter	P	I	MAY	be deleted from paragraph (a)(4)
232-16(e)	Alter	P	I	SHALL	be modified to specify the new rate
232-16(c)	Alter	P	I	MAY	reduce or suspend progress payments
232-16	Alter	P	I		Alternate I/ delete subparagraphs (a)(1)

PARA	BEHAVIOR	ACTIVITY	EXPL/ IMPL	STATEMENT	REQUIREMENT
232-16	Alter	P	I		Alternate II/ add paragraphs (l) and (m)
232-16(l)(3)	Process	P	I	SHALL	Alternate II/ shall allocate the unliquidated progress payments
232-16(l)(3)	Execute	D	I	SHALL	liquidate each portion
232-17	Alter	P	I		insert the following clause
232-18	Alter	P	I		insert the following clause
232-19	Alter	P	I		insert the following clause
232-20	Alter	P	I		insert the following clause
232-20(h)	Decide	D	I	SHALL	negotiate an equitable distribution
232-21	Alter	P	I		insert the following clause
232-21(f)	Decide	D	I	SHALL	cost shall be allowable
232-22	Alter	P	I		insert the following clause
232-22(e)	Execute	D	E	WILL	terminate this contract on that date
232-22(e)	Execute	D	E	MAY	terminate this contract on that later date
232-23	Alter	P	I		insert the following clause
232-23	Alter	P	I		Alternate I/ add the following sentence
232-24	Alter	P	I		insert the following clause
232-25	Alter	P	I		insert the following clause
232-25(b)	Alter	P	I	MAY	insert in paragraph
232-25(a)(6)	Decide	D	I		approved by the government
232-26	Alter	P	I		insert the following clause
232-26(a)	Alter	P	E	MAY	modify the date in subdivision
232-26(b)	Alter	P	E	MAY	insert in paragraph (b) of this clause

PARA	BEHAVIOR	ACTIVITY	EXPL/ IMPL	STATEMENT REQUIREMENT	
232-27	Alter	P	I		insert the following clause
232-27(a)	Alter	P	E	MAY	modify the date
232-27(b)	Alter	P	E	MAY	modify the date
232-27(c)	Alter	P	E	MAY	insert in paragraph (b) of the clause
232-27(a)(4)	Decide	D	I	SHALL	payment amount approved by the government
232-28	Alter	P	I		insert the following clause
233-1	Alter	P	I		insert the following clause
233-2	Alter	P	I		insert the following provision
233-2(a)	Identify	I	E		designate the official or location
233-3	Alter	P	I		insert the following clause
233-3(a)	Direct	C	E	MAY	direct the contractor to stop
233-3(a)(1)	Decide	D	E	SHALL	cancel the stop-work order
233-3(a)(2)	Execute	D	E	SHALL	terminate the work
233-3(b)	Alter	P	E	SHALL	make an equitable adjustment
233-3(b)	Alter	P	I	SHALL	the contract shall be modified
233-3(b)	Write	P	I	SHALL	be modified, in writing
233-3(b)(2)	Receive	S	E	MAY	may receive
233-3(b)(2)	Execute	D	E	MAY	act upon the request
233-3(c)	Decide	D	E	SHALL	allow reasonable costs
233-3(d)	Decide	D	E	SHALL	allow, by equitable adjustment
233-3(d)	Alter	P	E	SHALL	by equitable adjustment
233-3	Alter	P	E		Alternate I/ substitute in paragraph (a)(2)

PARA	BEHAVIOR	ACTIVITY	EXPL/ IMPL	STATEMENT	REQUIREMENT
236-1	Alter	P	I		insert the following clause
236-1	Alter	P	E	MAY	insert the following clause
236-1	Alter	P	I		insert the appropriate number
236-2	Alter	P	I		insert the following clause
236-2	Alter	P	I	MAY	insert the following clause
236-2(b)	Search	S	E	SHALL	investigate the site conditions
236-3	Alter	P	I		insert the following clause
236-3	Alter	P	I	MAY	insert the clause in solicitations
236-4	Alter	P	I		insert the following clause
236-4(a)	Alter	P	I		insert a description
236-4(b)	Alter	P	I		insert a summary
236-4(c)	Alter	P	I		insert a summary
236-4(d)	Alter	P	I		insert other pertinent information
236-5	Alter	P	I		insert the following clause
236-5(c)	Direct	C	E	MAY	the contracting officer may require
236-5(c)	Write	P	E	MAY	may require in writing
236-6	Alter	P	I		insert the following clause
236-6	Alter	P	E	MAY	the contracting officer may insert the clause
236-7	Alter	P	E		insert the following clause
236-8	Alter	P	I		insert the following clause
236-8	Alter	P	E	MAY	insert the clause
236-8	Execute	D	I	MAY	undertake or award other contracts

PARA	BEHAVIOR	ACTIVITY	EXPL/ IMPL	STATEMENT	REQUIREMENT
236-9	Alter	P	I		insert the following clause
236-9	Alter	P	E	MAY	insert the clause
236-9(b)	Direct	C	E	MAY	have the necessary work performed
236-10	Alter	P	I		insert the following clause
236-10	Alter	P	E	MAY	insert the following clause
236-11	Alter	P	I		insert the following clause
236-11	Alter	P	I	MAY	be inserted in solicitations
236-11(a)	Inform	C	E	SHALL	furnish the contractor a list
236-12	Alter	P	I		insert the following clause
236-12	Alter	P	E	MAY	insert the clause in solicitations
236-13	Alter	P	I		insert the following clause
236-13	Alter	P	E	MAY	insert the clause in solicitations
236-13(d)	Advise	C	E	SHALL	notify the contractor
236-13(d)	Inform	C	E	MAY	issue an order
236-13	Alter	P	I		Alternate I/ add the following paragraph
236-14	Alter	P	I		insert the following clause
236-14	Identify	I	E	SHALL	list the available utilities
236-14	Inform	C	I	SHALL	make all reasonably required amount of utilities available to the contractor
236-15	Alter	P	E	MAY	insert the following clause
236-15	Alter	P	I	MAY	this clause may be inserted
236-15(a)	Execute	D	E	MAY	withhold approval of progress payments

PARA	BEHAVIOR	ACTIVITY	EXPL/ IMPL	STATEMENT	REQUIREMENT
236-15(b)	Direct	C	E	MAY	require the contractor to increase the number
236-15(b)	Solve	D	E		as the contracting officer deems necessary
236-15(c)	Direct	D	E	MAY	terminate the contractor's right to proceed
236-16	Alter	P	I	MAY	insert the following clause
236-16(b)	Direct	C	I	SHALL	conduct the original and final surveys
236-16	Alter	P	I		Alternate I/ substitute the following paragraph
236-16(b)	Execute	D	I	SHALL	Alternate I/ shall make such computations
236-17	Alter	P	I		insert the following clause
236-17	Alter	P	E	SHALL	the contracting officer may replace them
236-18	Alter	P	I		insert the following clause
236-19	Alter	P	I		insert the following clause
236-20	Alter	P	I		insert the following clause
236-21	Alter	P	I		insert the following clause
236-21	Alter	P	E	MAY	the contracting officer may insert the clause
236-21(a)	Solve	D	E	SHALL	promptly make a determination in writing
236-21(a)	Inform	C	E	SHALL	furnish from time to time such detailed drawings
236-21(d)	Execute	D	I	MAY	the government may duplicate
236-21(d)	Use	D	I	MAY	the government may duplicate, use
236-21(d)	Inform	C	I	MAY	the government may duplicate, use, and disclose
236-21(e)	Identify	I	E	WILL	indicate an approval or disapproval
236-21(f)	Inform	C	E	SHALL	issue an appropriate contract modification
236-21	Alter	P	I		Alternate I/ add the following sentences

PARA	BEHAVIOR	ACTIVITY	EXPL/ IMPL	STATEMENT	REQUIREMENT
236-21	Alter	P	I		Alternate II/ shall be added
236-21	Alter	P	E		Alternate II/ complete by inserting
236-22	Alter	P	I		insert the following clause
236-23	Alter	P	I		insert the following clause
236-24	Alter	P	I		insert the following clause
236-25	Alter	P	I		insert the following clause
237-1	Alter	P	I		insert the following provision
237-2	Alter	P	I		insert the following clause
237-3	Alter	P	I	MAY	the following clause by be included
237-4	Alter	P	I		insert the following clause
237-4(b)	Execute	D	E	SHALL	retain 10 percent of the estimated payment
237-4(b)	Decide	D	E	MAY	authorize such payment
237-4(b)	Decide	D	E	MAY	authorize full payment
237-4(c)	Execute	D	E	SHALL	retain an amount considered adequate
237-4(d)	Direct	C	E	MAY	grant the contractor permission to leave
237-4	Alter	P	I		Alternate I/ delete paragraph (d)
237-5	Alter	P	I		insert the following clause
237-5(b)	Direct	C	E	MAY	grant the contractor permission to leave
237-6	Alter	P	I		insert the following clause
237-6(c)	Direct	C	E	MAY	grant the contractor permission to leave
237-7	Alter	P	I		insert the following clause
237-7(a)	Solve	D	I	MAY	evaluate the quality of professional

PARA	BEHAVIOR	ACTIVITY	EXPL/ IMPL	STATEMENT	REQUIREMENT
237-7(a)	Alter	P	E		insert the dollar value(s)
242-1	Alter	P	I		insert the following clause
242-1(a)(1)	Inform	C	E	MAY	issue to the contractor
242-1(a)(1)	Write	P	I	MAY	issue to the contractor a written notice
242-1(a)(2)	Write	P	E	SHALL	make a written withdrawal
242-1(a)(2)	Inform	C	E	SHALL	issue a written decision
242-2	Alter	P	I		insert the following clause
242-2(b)	Execute	D	E	MAY	withhold from payment an amount
242-10	Alter	P	I		insert the following clause
242-11	Alter	P	I		insert the following clause
242-12	Alter	P	I		insert the following clause
243-1	Alter	P	I		insert the following clause
243-1(a)	Write	P	I	MAY	may at any time, by written order
243-1(a)	Alter	P	E	MAY	make changes within the general scope
243-1(b)	Alter	P	E	SHALL	make an equitable adjustment
243-1(c)	Receive	S	E	MAY	the contracting officer may receive
243-1(c)	Execute	D	E	MAY	act upon a proposal
243-1	Alter	P	I		Alternate I/ substitute the following paragraph
243-1(a)	Write	P	I	MAY	Alternate I/ by written order
243-1(a)	Execute	D	E	MAY	Alternate I/ make changes within the general scope
243-1	Alter	P	I		Alternate II/ substitute the following paragraph
243-1	Write	P	I	MAY	Alternate II/ by written order

PARA	BEHAVIOR	ACTIVITY	EXPL/ IMPL	STATEMENT REQUIREMENT	
243-1	Execute	D	E	MAY	Alternate II/ make changes within the general scope
243-1	Alter	P	I		Alternate III/ substitute the following paragraph
243-1	Write	P	I	MAY	Alternate III/ by written order
243-1	Execute	D	E	MAY	Alternate III/ make changes within the general scope
243-1	Alter	P	I		Alternate IV/ substitute the following paragraph
243-1	Write	P	I	MAY	Alternate IV/ by written order
243-1	Execute	D	E	MAY	Alternate IV/ make changes within the general scope
243-1	Solve	D	E	SHALL	Alternate V/ make an equitable adjustment
243-1	Alter	P	E	SHALL	Alternate V/ modify the contract
243-1	Alter	P	I		Alternate V/ substitute the following paragraphs
243-2	Alter	P	I		insert the following clause
243-2(a)	Write	P	E	MAY	by written order
243-2(a)	Execute	D	E	MAY	make changes within the general scope
243-2(b)	Solve	D	E	SHALL	make an equitable adjustment
243-2(c)	Receive	S	E	MAY	the contracting officer may receive
243-2(c)	Execute	D	E	MAY	act upon a proposal submitted
243-2	Alter	P	I		Alternate I/ substitute the following paragraph
243-2(a)	Write	P	E	MAY	Alternate I/ by written notice
243-2(a)	Execute	D	E	MAY	Alternate I/ make changes
243-2	Alter	P	I		Alternate II/ substitute the following
243-2(a)	Write	P	I	MAY	Alternate II/ by written order
243-2(a)	Execute	D	E	MAY	Alternate II/ make changes

PARA	BEHAVIOR	ACTIVITY	EXPL/ IMPL	STATEMENT	REQUIREMENT
243-2	Alter	P	I		Alternate III/ substitute the following paragraph
243-2(a)	Write	P	I	MAY	Alternate III/ by written order
243-2(a)	Execute	D	E	MAY	Alternate III/ make changes within the general scope
243-2	Alter	P	I		Alternate IV/ substitute the following paragraph
243-2(a)	Write	P	E	MAY	Alternate IV/ by written order
243-2(a)	Execute	D	E	MAY	Alternate IV/ make changes within the general scope
243-2	Alter	P	I		Alternate V/ substitute the following subparagraphs
243-3	Alter	P	I		insert the following clause
243-3(a)	Write	P	E	MAY	by written order
243-3(a)	Execute	D	E	MAY	make changes within the general scope
243-3(b)	Solve	D	E	SHALL	make an equitable adjustment
243-3(c)	Receive	S	E	MAY	the contracting officer may receive
243-3(c)	Execute	D	E	MAY	may receive and act upon a proposal
243-4	Alter	P	I		insert the following clause
243-4(a)	Alter	P	E	MAY	make changes in the work
243-4(a)	Write	P	E	MAY	by written order
243-4(d)	Solve	D	E	MAY	make an equitable adjustment
243-4(d)	Alter	P	E	SHALL	modify the contract
243-4(d)	Write	P	E	SHALL	modify the contract in writing
243-5	Alter	P	E		insert the following clause
243-5(a)	Write	P	E	MAY	in writing
243-5(a)	Direct	C	E	MAY	order changes in drawings

PARA	BEHAVIOR	ACTIVITY	EXPL/ IMPL	STATEMENT	REQUIREMENT
243-6	Alter	P	E	MAY	insert a clause substantially the same
243-6	Direct	C	E	MAY	require charge order accounting
243-7	Alter	P	E	MAY	insert a clause substantially the same
243-7(c)	Alter	P	E	SHALL	countermand any action which exceeds
243-7(d)	Answer	C	E	SHALL	respond to the notice
243-7(d)(1)	Advise	C	E	SHALL	confirm that the conduct
243-7(d)(2)	Alter	P	E	SHALL	countermand any communication
243-7(d)(3)	Advise	C	E	SHALL	deny that the conduct of the contractor
243-7(d)(4)	Advise	C	E	SHALL	advise the contractor
243-7(d)(4)	Solve	D	E	SHALL	establish the date
243-7(e)(1)	Execute	D	I	SHALL	an equitable adjustment shall be made
243-7(e)(2)	Alter	P	I	SHALL	the contract shall be modified
243-7(e)(2)	Write	P	I	SHALL	modified in writing
244-1	Alter	P	I		insert the following clause
244-1(d)	Decide	D	E	MAY	ratify in writing
244-1(d)	Write	P	I	MAY	ratify in writing
244-1	Alter	P	I		Alternate I/ add the following paragraph
244-2	Alter	P	I		insert the following clause
244-2(c)	Decide	D	E	MAY	ratify in writing
244-2(c)	Write	P	I	MAY	ratify in writing
244-2	Alter	P	I		Alternate I/ substitute the following
244-4	Alter	P	I		insert the following clause

PARA	BEHAVIOR	ACTIVITY	EXPL/ IMPL	STATEMENT REQUIREMENT	
244-5	Alter	P	I		insert the following clause
245-1	Alter	P	I		insert the following provision
245-1	Alter	P	I	SHALL	shall maintain the government's official property records
245-2	Alter	P	I		insert the following clause
245-2(a)(4)	Decide	D	E	SHALL	make a determination
245-2(a)(4)	Execute	D	E	SHALL	make an equitable adjustment
245-2(b)	Write	P	I	SHALL	by written notice
245-2(b)	Alter	P	E	SHALL	decrease the government furnished property
245-2(b)	Alter	P	E	SHALL	substitute other government furnished property
245-2(b)(2)	Execute	D	E	SHALL	make an equitable adjustment
245-2(e)(3)	Execute	D	E	SHALL	make an equitable adjustment
245-2(h)	Execute	D	E	MAY	initiate an equitable adjustment
245-2	Alter	P	I		Alternate I/ substitute the following paragraph
245-2	Alter	P	I		Alternate II/ substitute the following paragraph
245-2(g)(7)	Answer	C	E	SHALL	give due regard to the contractor's liability
245-3	Alter	P	I		insert the following clause
245-4	Alter	P	I		insert the following clause
245-5	Alter	P	I		insert the following clause
245-5(a)(5)	Decide	D	E	SHALL	make a determination
245-5(b)(1)	Write	P	E	MAY	by written notice
245-5(b)(1)	Alter	P	E	MAY	decrease the government-furnished property
245-5(b)(1)	Alter	P	E	MAY	substitute other government-furnished property

PARA	BEHAVIOR	ACTIVITY	EXPL/ IMPL	STATEMENT	REQUIREMENT
245-5(b)(1)	Direct	C	E	MAY	the contracting officer may direct
245-5(b)(2)	Execute	D	E	SHALL	make an equitable adjustment
245-(e)(3)	Execute	D	E	SHALL	make an equitable adjustment
245-5(g)(6)	Solve	D	E	SHALL	give due regard
245-5(h)	Execute	D	E	MAY	initiate an equitable adjustment
245-5	Alter	P	E		substitute the following paragraph
245-6	Alter	P	I		insert the following clause
245-7	Alter	P	I		insert the following clause
245-7(b)(2)	Inform	C	I	SHALL	furnish to the contractor the facilities
245-7(e)	Identify	I	E	MAY	prescribe such terms and conditions
245-7(h)(3)	Direct	C	E	MAY	direct the contractor
245-7(h)(3)	Write	P	I	MAY	direct the contractor in writing
245-7(k)(3)	Inform	C	I	MAY	furnish any facilities
245-7(m)	Write	P	I	MAY	upon written notice
245-7(m)	Alter	P	I	MAY	terminate or limit the contractor's authority
245-7(n)(4)	Inform	C	E	SHALL	give written notice to the contract
245-7(n)(4)	Write	P	I	SHALL	give written notice
245-7(n)(4)(ii)	Direct	C	I	SHALL	require the contractor
245-7(n)(7)	Execute	D	I	MAY	remove or otherwise dispose
245-8	Alter	P	I		insert the following clause
245-9	Alter	P	I		insert the following clause
245-9	Alter	P	E	SHALL	modify the clause

PARA	BEHAVIOR	ACTIVITY	EXPL/ IMPL	STATEMENT	REQUIREMENT
245-9(g)	Direct	C	E	SHALL	grant to the contractor
245-9(g)	Write	P	I	SHALL	grant to the contractor, in writing
245-10	Alter	P	I		insert the following clause
245-10(b)(2)	Inform	C	I	SHALL	furnish to the contractor
245-11	Alter	P	I	SHALL	insert the following clause
245-11(d)	Identify	I	E	MAY	prescribe such terms and conditions
245-11(g)(3)	Direct	C	E	MAY	direct the contractor
245-11(g)(3)	Write	P	I	MAY	direct the contractor in writing
245-11(k)(2)	Alter	P	E	MAY	terminate or limit the contractor
245-11(k)(2)	Write	P	I	MAY	upon written notice
245-11(k)(4)	Advise	C	E	SHALL	give written notice
245-11(k)(4)	Write	P	I	SHALL	give written notice
245-11	Alter	P	I		Alternate I/ substitute the following paragraph
245-12	Alter	P	E	MAY	insert the following clause
245-13	Alter	P	E	MAY	insert the following clause
245-14	Alter	P	E	MAY	insert the following clause
245-15	Alter	P	I		insert the following clause
245-15(a)	Alter	P	i		transfer title to equipment to the contractor
245-16	Alter	P	I		insert the following clause
245-17	Alter	P	I		insert the following clause
245-17(h)	Write	P	I	MAY	provide a written waiver
245-17(h)	Inform	C	E	MAY	provide a written waiver

PARA	BEHAVIOR	ACTIVITY	EXPL/ IMPL	STATEMENT	REQUIREMENT
245-17(i)	Inform	C	E	SHALL	provide the contractor with disposition instructions
245-17(i)	Direct	C	E	MAY	direct disposition by any of the methods listed
245-17(i)(1)	Inform	C	E	SHALL	give the contractor a list
245-17(i)(2)	Decide	D	E	MAY	accept or reject any offer made
245-17(i)(3)	Direct	C	E	MAY	direct the contractor to sell
245-17(i)(4)	Inform	C	E	MAY	furnish the contractor with a statement
245-17	Alter	P	I		Alternate I/ delete paragraph (k)
245-18	Alter	P	I		insert the following clause
245-19	Alter	P	I		insert the following clause
245-19(c)	Alter	P	E	SHALL	equitably adjust any contractual provisions
246-1	Alter	P	I		insert the following clause
246-2	Alter	P	I		insert the following clause
246-2(e)(1)	Alter	P	E	MAY	the contracting officer may charge to the contractor's
246-2(e)(2)	Alter	P	E	MAY	charge the contractor
246-2(g)	Direct	C	E	MAY	may require
246-2(g)	Decide	D	E	MAY	permit correction
246-2(h)	Direct	C	E	MAY	require their delivery
246-2(h)	Alter	P	E	MAY	make an equitable adjustment
246-2(h)(2)	Identify	I	I	SHALL	specify the period and method
246-2(j)	Decide	D	I	SHALL	accept or reject
246-2(l)	Direct	C	E	MAY	require a reduction in contract price
246-2	Alter	P	I		Alternate I/ substitute paragraphs (g)

PARA	BEHAVIOR	ACTIVITY	EXPL/ IMPL	STATEMENT	REQUIREMENT
246-2(g)	Direct	C	E	MAY	Alternate I/ require or permit correction
246-2(g)	Decide	D	E	MAY	Alternate I/ permit correction
246-2(h)	Alter	P	E	MAY	Alternate I/ remove, replace, or correct
246-2(h)	Direct	C	E	MAY	Alternate I/ require their delivery
246-2(h)	Alter	P	E	MAY	Alternate I/ equitably reduce any target price
246-2	Alter	P	I		Alternate II/ substitute paragraphs (g)
246-2(g)	Direct	C	E	MAY	Alternate II/ require or permit correction
246-2(g)	Decide	D	E	MAY	Alternate II/ require or permit correction
246-2(h)	Direct	C	E	MAY	Alternate II/ require their delivery
246-2(h)	Alter	P	E	MAY	Alternate II/ equitably reduce the initial contract price
246-3	Alter	P	I		insert the following clause
246-4	Alter	P	I		insert the following clause
246-4(d)(1)	Direct	C	I	MAY	require the contractor to take action
246-4(d)(2)	Alter	P	I	MAY	reduce the contract price
246-4(e)(1)	Execute	D	I	MAY	charge to the contractor any cost incurred
246-4(e)(2)	Execute	D	I	MAY	terminate the contract for default
246-5	Alter	P	I		insert the following clause
246-5(d)(1)	Direct	C	I	MAY	require the contractor to take necessary action
246-5(d)(2)	Alter	P	I	MAY	reduce any fee payable under the contract
246-5(e)(1)	Alter	P	I	MAY	reduce any fee payable by an amount
246-5(e)(2)	Execute	D	I	MAY	terminate the contract for default
246-6	Alter	P	I		insert the following clause

PARA	BEHAVIOR	ACTIVITY	EXPL/ IMPL	STATEMENT	REQUIREMENT
246-6(f)	Direct	C	I	MAY	require the contractor to replace or correct
246-6(f)	Solve	D	I	SHALL	correction shall be determined
246-6(g)(1)(i)	Execute	D	I	MAY	charge to the contractor any increased cost
246-6(g)(1)(ii)	Execute	D	I	MAY	terminate the contract for default
246-6(h)	Direct	C	I	MAY	require the contractor to remedy
246-7	Alter	D	I		insert the following clause
246-7(e)	Decide	D	E	MAY	accept the work
246-7(e)	Alter	P	E	MAY	make an equitable price reduction
246-7(f)	Direct	C	E	MAY	require a reduction in contract price
246-8	Alter	P	I		insert the following clause
246-7	Alter	P	I		Alternate I/ may be substituted
246-8(g)(1)(i)	Execute	D	I	MAY	charge to the contractor
246-8(g)(1)(ii)	Direct	C	I	MAY	require delivery of any undelivered articles
246-8(g)(1)(iii)	Execute	D	I	MAY	terminate the contract for default
246-8(h)	Direct	C	I	MAY	require the contractor to remedy
246-8	Alter	P	I		Alternate I/ substitute paragraphs (f) and (g)
246-8(g)(1)	Execute	D	I	MAY	Alternate I/ charge to the contractor any cost
246-8(g)(2)	Direct	C	I	MAY	Alternate I/ require delivery of any undelivered articles
246-8(g)(3)	Execute	D	I	MAY	Alternate I/ terminate the contract for default
246-9	Alter	P	I		insert the following clause
246-10	Alter	P	I		insert the following clause
246-10(e)	Direct	C	E	MAY	require the contractor to correct or replace

PARA	BEHAVIOR	ACTIVITY	EXPL/ IMPL	STATEMENT	REQUIREMENT
246-10(f)	Direct	C	E	MAY	require the contractor to correct or replace
246-11	Alter	P	I		insert the following clause
246-11(b)	Alter	P	E		insert the title
246-12	Alter	P	I		insert the following clause
246-12(e)	Execute	D	I	MAY	charge to the contractor any additional costs
246-12(g)(1)	Execute	D	I	MAY	charge the cost to the contractor
246-12(g)(2)	Execute	D	I	MAY	terminate for default the contractor's
246-12(h)	Alter	P	E	SHALL	make an equitable adjustment
246-13	Alter	P	I		insert the following clause
246-13(b)(1)	Execute	D	I	MAY	charge the cost to the contractor
246-13(b)(2)	Execute	D	I	MAY	terminate for default
246-14	Alter	P	I		insert the following clause
246-15	Alter	P	I		insert the following clause
246-16	Alter	P	I		insert the following clause
246-16	Use	D	E	MAY	use the clause in such solicitations
246-17	Alter	P	E	MAY	insert a clause substantially the same
246-17(b)	Identify	I	E	SHALL	state specific period of time after delivery
246-17(c)(1)	Advise	C	E	SHALL	give written notice to the contractor
246-17(c)(1)	Write	P	I	SHALL	give written notice to the contractor
246-17(c)(1)	Alter	P	E	SHALL	insert a specific period of time
246-17(c)(2)(i)	Direct	C	E	MAY	require by written notice
246-17(c)(2)(i)	Write	P	I	MAY	require by written notice

PARA	BEHAVIOR	ACTIVITY	EXPL/ IMPL	STATEMENT	REQUIREMENT
246-14(c)(2)(ii)	Alter	P	E	MAY	retain such supplies and reduce the contract price
246-17(c)(3)(i)(A)	Process	P	E	MAY	group any supplies delivered
246-17(c)(3)(i)(B)	Direct	C	E	SHALL	require the size of the sample
246-17(c)(3)(i)(C)	Alter	P	E	MAY	project warranty sampling results
246-17(c)(3)(ii)(A)	Direct	C	E	MAY	require an equitable adjustment
246-17(c)(3)(ii)(B)	Screen	I	E	MAY	screen the supplies grouped for warranty action
246-17(c)(3)(ii)(C)	Direct	C	E	MAY	require the contractor to screen
246-17(c)(3)(ii)(D)	Execute	D	E	MAY	return the supplies grouped
246-17(c)(4)(i)	Alter	P	E	MAY	correct or replace the nonconforming supplies
246-17(c)(4)(ii)	Direct	C	E	MAY	require an equitable adjustment
246-17(c)(4)(ii)	Execute	D	E	MAY	dispose of the nonconforming supplies
246-17	Alter	P	I		Alternate I/ delete paragraph (b)(4)
246-17(b)(1)	Identify	I	E	SHALL	Alternate I/ state the specific period of time
246-17	Alter	P	I		Alternate II/ substitute a paragraph
246-17(c)(4)	Alter	P	I		Alternate III/ substitute a paragraph
246-17(c)(4)	Alter	P	I	WILL	Alternate III/ the contract price will be equitably adjusted
246-17	Alter	P	I		Alternate IV/ add a paragraph substantially
246-17	Alter	P	I		Alternate V/ add a paragraph substantially
246-18	Alter	P	I	MAY	may insert a clause substantially the same
246-18(b)	Identify	I	E	SHALL	state the specific warranty period
246-18(c)(1)(i)	Direct	C	I	MAY	require the contractor
246-18(c)(1)(ii)	Direct	C	I	MAY	require the contractor to furnish

PARA	BEHAVIOR	ACTIVITY	EXPL/ IMPL	STATEMENT	REQUIREMENT
246-18(c)(3)	Advise	C	E	SHALL	notify the contractor in writing
246-18(c)(3)	Alter	P	E	SHALL	insert specific period of time
246-18(c)(3)	Alter	P	E	SHALL	insert a period of time
246-18(c)(4)	Write	P	E	MAY	in writing, direct correction
246-18(c)(4)	Direct	C	E	MAY	in writing, direct correction
246-18(c)(4)	Alter	P	E	SHALL	insert a period of time
246-18	Alter	P	I		Alternate I/ delete paragraph (b)(6)
246-18	Alter	P	I		Alternate II/ substitute a paragraph substantially the same
246-18	Alter	P	I		Alternate III/ add a paragraph substantially the same
246-18	Alter	P	I		Alternate IV/ add a paragraph substantially the same
246-19	Alter	P	E	MAY	insert a clause substantially as follows
246-19(b)	Identify	I	E	SHALL	state the warranty period
246-19(b)(3)	Advise	C	E	SHALL	promptly notify the contractor
246-19(b)(3)	Write	P	I	SHALL	notify the contractor of the defect, in writing
246-19(b)(3)	Alter	P	E	SHALL	insert period of time
246-19(b)(6)	Alter	P	E	SHALL	insert period of time
246-19(c)(2)	Alter	P	E	SHALL	insert period of time
246-19(c)(2)	Alter	P	E	SHALL	contractor shall insert locations
246-19(c)(5)(i)	Advise	C	E	SHALL	give the contractor a written notice
246-19(c)(5)(i)	Write	P	E	SHALL	give the contractor a written notice
246-19(c)(6)(i)	Receive	S	E	MAY	obtain detailed recommendations
246-19(c)(6)(i)(A)	Alter	P	E	MAY	correct the supplies or services

PARA	BEHAVIOR	ACTIVITY	IMPL	EXPL/ STATEMENT	REQUIREMENT
246-19(c)(6)(i)(B)	Alter	P	E	MAY	replace the supplies or services
246-19(c)(6)(i)(B)	Execute	D	E	MAY	dispose of the nonconforming supplies
246-19(c)(6)(B)(ii)	Receive	S	E	MAY	obtain applicable data and reports
246-19(c)(6)(B)(iii)	Execute	D	E	MAY	charge the contractor for the costs
216-19	Alter	P	I		Alternate I/ substitute a paragraph substantially the same
246-19	Alter	P	I		Alternate II/ add a paragraph substantially the same
246-19(c)(7)	Solve	D	I	SHALL	Alternate II/ be considered when negotiating the total final price
246-19	Alter	P	I		Alternate III/ add a paragraph substantially the same
246-20	Alter	P	I	MAY	insert a clause substantially as follows
246-20(b)	Advise	C	E	SHALL	give written notice
246-20(b)	Write	P	I	SHALL	give written notice
246-20(b)	Alter	P	E	SHALL	insert the specific period of time
246-20(c)	Alter	P	E	MAY	correct or replace with similar services
246-20(d)	Alter	P	E	SHALL	make an equitable adjustment
246-21	Alter	P	I	MAY	insert a clause substantially as follows
246-21(e)	Advise	C	E	SHALL	notify the contractor, in writing
246-21(e)	Write	P	I	SHALL	notify the contractor, in writing
246-21(h)	Execute	D	I	MAY	bring suit
246-21	Alter	P	E	MAY	Alternate I/ add a paragraph substantially the same
246-23	Alter	P	I		insert the following clause
246-24	Alter	P	I		insert the following clause
246-24(f)(1)	Alter	P	I		insert the following clause

PARA	BEHAVIOR	ACTIVITY	EXPL/ IMPL	STATEMENT	REQUIREMENT
246-24	Alter	P	E	SHALL	insert the following preamble
246-24	Identify	I	E	SHALL	identify the high-value line items
246-25	Alter	P	I		insert the following clause
247-1(a)	Alter	P	I		insert the following clause
247-(b)					NM, 52.247-1
247-(c)	Alter	P	I		insert the following clause
247-3	Alter	P	I		insert the following clause in solicitations
247-3	Alter	P	I		Alternate I/ delete paragraph (b)
247-4	Alter	P	I		insert the following provision
247-5	Alter	P	I		insert the following clause
247-6	Alter	P	I		insert the following provision
247-6	Use	D	I	WILL	use this information to determine
247-7	Alter	P	I		insert a clause substantially as follows
247-8	Alter	P	I		insert the following clause
247-9	Alter	P	I		insert the following clause
247-10	Alter	P	I		insert the following clause
247-11	Alter	P	I		insert the following clause
247-12	Alter	P	I		insert a clause substantially as follows
247-13	Alter	P	I		insert a clause substantially as follows
247-14	Alter	P	I		insert the following clause
247-15	Alter	P	I		insert the following clause
247-16	Alter	P	I		insert the following clause

PARA	BEHAVIOR	ACTIVITY	EXPL/ IMPL	STATEMENT	REQUIREMENT
247-17	Alter	P	I		insert the following clause
247-18	Alter	P	I		insert the following clause
247-19	Alter	P	I		insert the following clause
247-20	Alter	P	I		insert the following clause
247-21	Alter	P	I		insert the following clause
247-22	Alter	P	I		insert the following clause
247-23	Alter	P	I		insert the following clause
247-24	Alter	P	I		insert the following clause
247-24	Advise	C	I	WILL	notify the contractor
247-24	Inform	C	I	WILL	furnish additional information
247-25	Alter	P	I		insert the following clause
247-25	Inform	C	I	WILL	the government will provide
247-26	Alter	P	I	WILL	insert the following clause
247-27	Alter	P	I		insert the following clause
247-28	Alter	P	I		insert the following clause
247-29	Alter	P	I		insert the following clause
247-30	Alter	P	I		insert the following clause
247-31	Alter	P	I		insert the following clause
247-33	Alter	P	I		insert the following clause
247-34	Alter	P	I		insert the following clause
247-35	Alter	P	I		insert the following clause
247-36	Alter	P	I		insert the following clause

PARA	BEHAVIOR	ACTIVITY	EXPL/ IMPL	STATEMENT	REQUIREMENT
247-37	Alter	P	I		insert the following clause
247-38	Alter	P	I		insert the following clause
247-39	Alter	P	I		insert the following clause
247-40	Alter	P	I		insert the following clause
247-40	Alter	P	I		insert the following clause
247-42	Alter	P	I		insert the following clause
247-43	Alter	P	I		insert the following clause
247-44	Alter	P	I		insert the following clause
247-45	Alter	P	I		insert the following provision
247-45	Decide	D	I	WILL	the government will award on the basis
247-46	Alter	P	I		insert the following provision
247-46(a)	Solve	D	I	WILL	the government will evaluate the offer
247-46(b)	Solve	D	I	WILL	the government will evaluate the offer
247-47	Alter	P	I		insert the following provision
247-48	Alter	P	I		insert the following clause
247-49	Alter	P	I		insert the following provision
247-50	Alter	P	I		insert the following provision
247-51	Alter	P	I		insert the following provision
247-51(b)(1)	Solve	D	I	SHALL	offers shall be evaluated
247-51(b)(1)	Decide	D	I	SHALL	offers shall be evaluated and awards made
247-51(b)	Identify	I	I	MAY	the government may designate the mode
247-51(c)	Solve	D	I	SHALL	offers shall be evaluated

PARA	BEHAVIOR	ACTIVITY	EXPL/ IMPL	STATEMENT	REQUIREMENT
247-51	Alter	P	I		Alternate I/ delete paragraph (a)
247-51	Alter	P	I		Alternate II/ delete paragraphs (c) and (f)
247-51	Alter	P	I		Alternate III/ delete paragraph (b)
247-52	Alter	P	I		insert the following clause in solicitations
247-53	Alter	P	I		insert the following provision
247-54	Alter	P	I		insert the following clause
247-54(b)	Alter	P	I	SHALL	make an appropriate adjustment
247-55	Alter	P	I		insert the following clause
247-55(c)	Direct	C	E	MAY	direct the contractor to deliver
247-56	Alter	P	I		insert the following provision
247-57	Alter	P	I		insert the following clause
247-58	Alter	P	I		insert the following clause
247-59	Alter	P	I		insert the following clause
247-60	Alter	P	I		insert the following clause
247-60	Alter	P	I		Alternate I/ delete paragraph (b)
247-60(b)	Use	D	I	WILL	Alternate I/ use the estimated weights
247-61	Alter	P	I		insert the following clause
247-62	Alter	P	I		insert the following clause
247-63	Alter	P	I		insert the following clause
247-64	Alter	P	I		insert the following clause
247-64	Alter	P	I		Alternate I/ delete paragraphs (a) and (b)
247-64	Alter	P	I		Alternate II/ delete paragraphs (a) and (b)

PARA	BEHAVIOR	ACTIVITY	EXPL/ IMPL	STATEMENT	REQUIREMENT
248-1	Alter	P	I		insert the following clause
248-1	Alter	P	E	SHALL	modify subdivision (i)(3)(i)
248-1	Alter	P	E	SHALL	modify subdivision (i)(3)(i)
248-1(e)	Advise	C	E	SHALL	notify the contractor of the status
248-1(e)(1)	Advise	C	E	SHALL	notify the contractor within the 45 day period
248-1(e)(2)	Advise	C	E	SHALL	notify the contractor in writing
248-1(e)(2)	Write	P	I	SHALL	notify the contractor in writing
248-1(e)(2)	Direct	C	E	MAY	require that the contractor provide
248-1(e)(3)	Use	D	I		citing this clause
248-1(g)(2)	Solve	D	I		the contractor's share is calculated
248-1(g)(3)	Alter	P	I		contract savings shall be added to the target cost
248-1(i)(1)	Alter	P	I	SHALL	be made by a modification
248-1(i)(2)	Solve	D	E	SHALL	calculate the contractor's share
248-1(i)(3)	Solve	D	E	SHALL	calculate the contractor's share
248-1(i)(3)(i)	Alter	P	E	SHALL	multiply the future unit cost reduction
248-1(i)(3)(ii)	Alter	P	E	SHALL	subtract any government costs
248-1(i)(3)(iii)	Alter	P	E	SHALL	multiply the result
248-1(j)	Alter	P	I	SHALL	the instant contract amount shall be increased
248-1(j)	Solve	D	I		collateral savings determined to be realized
248-1	Alter	P	I		Alternate I/ substitute the following paragraph
248-1	Alter	P	I		Alternate II/ substitute the following paragraph
248-1	Alter	P	I		Alternate III/ delete paragraph (j)

PARA	BEHAVIOR	ACTIVITY	EXPL/ IMPL	STATEMENT	REQUIREMENT
248-2	Alter	P	I		insert the following clause
248-2(e)(1)	Advise	C	E	SHALL	notify the contractor of the status
248-2(e)(1)	Advise	C	E	SHALL	notify the contractor within the 45 day period
248-2(e)(2)	Advise	C	E	SHALL	notify the contractor in writing
248-2(e)(2)	Write	P	I	SHALL	notify the contractor in writing
248-2(e)(2)	Direct	C	E	MAY	require that the contractor provide
248-2(e)(3)	Decide	D	I	MAY	any VECP may be accepted
248-3	Alter	P	I		insert the following clause
248-3(e)	Advise	C	E	SHALL	notify the contractor of the status
248-3(e)	Advise	C	E	SHALL	notify the contractor within the 45 day period
248-3(e)(1)	Process	P	I	SHALL	process VECP's expeditiously
248-3(e)(2)	Advise	C	E	SHALL	notify the contractor in writing
248-3(e)(2)	Write	P	I	SHALL	notify the contractor in writing
248-3(e)(2)	Direct	C	E	MAY	require that the contractor provide
248-3(e)(3)	Decide	D	I	MAY	any VECP may be accepted
248-3(f)	Solve	D	I		the government's share of savings is determined by subtracting
248-3(f)	Alter	P	I		determined by subtracting
248-3(e)(3)	Decide	D	E	MAY	accept the VECP
248-3(g)	Alter	P	E	SHALL	be increased by 20 percent
248-3	Alter	P	I		Alternate I/ delete paragraph (g)
249-1	Alter	P	I		insert the following clause
249-1	Write	P	I		by written notice

PARA	BEHAVIOR	ACTIVITY	EXPL/ IMPL	STATEMENT	REQUIREMENT
249-1	Execute	D	E	MAY	terminate this contract
249-1	Identify	I	I		designate the basic clause
249-1	Alter	P	I		add the following paragraph
249-2	Alter	P	I		insert the following clause
249-2(a)	Execute	D	I	MAY	terminate performance of work
249-2(a)	Execute	D	E	SHALL	the contracting officer shall terminate
249-2(a)	Inform	C	E	SHALL	terminate by delivering to the contractor
249-2(c)	Screen	I	E	MAY	verify the list upon removal
249-2(d)	Solve	D	E	MAY	MUSTthe contracting officer may determine
249-2(e)	Decide	D	E	MAY	agree upon the whole or any part
249-2(f)	Execute	D	E	SHALL	pay the contractor the amounts
249-2(f)(2)(iii)	Decide	D	E	SHALL	the contracting officer shall allow no profit
249-2(f)(2)(iii)	Alter	P	E	SHALL	reduce the settlement
249-2(g)	Alter	P	E	SHALL	exclude from the amounts payable
249-2(k)	Alter	P	E	SHALL	make an equitable adjustment
249-2	Alter	P	I		Alternate I/ substitute the following
249-2(f)	Execute	D	E	SHALL	Alternate I/ the contracting officer shall pay the contractor
249-2(f)(1)(iii)	Decide	D	E	SHALL	Alternate I/ allow no profit
249-2(f)(1)(iii)	Alter	P	E	SHALL	Alternate I/ reduce the settlement
249-2	Alter	P	I		Alternate II/ delete subparagraph
249-2	Alter	P	I		Alternate III/ substitute the following paragraphs
249-2(f)	Execute	D	E	SHALL	Alternate III/ the contracting officer shall pay the contractor

PARA	BEHAVIOR	ACTIVITY	EXPL/ IMPL	STATEMENT	REQUIREMENT
249-2(f)(1)(iii)	Decide	D	E	SHALL	Alternate III/ allow no profit
249-2(f)(1)(iii)	Alter	P	E	SHALL	Alternate III/ reduce the settlement
249-3	Alter	P	I		insert the following paragraph
249-3(a)	Execute	D	I	MAY	terminate performance of work
249-3(a)	Execute	D	E	SHALL	the contracting officer shall terminate
249-3(a)	Execute	D	E	SHALL	deliver to the contractor a notice
249-3(c)	Screen	I	E	MAY	verify the list
249-3(d)	Solve	D	E	MAY	the contracting officer may determine
249-3(e)	Decide	D	E	MAY	the contractor and the contracting officer may agree
249-3(e)	Alter	P	I	SHALL	the contract shall be modified
249-3(f)	Execute	D	E	SHALL	the contracting officer shall pay the contractor
249-3(f)(iii)	Decide	D	E	SHALL	allow no profit
249-3(f)(iii)	Alter	P	E	SHALL	reduce the amount of the settlement
249-3(g)	Alter	P	E	SHALL	exclude from the amounts payable
249-3(k)	Alter	P	E	SHALL	make any equitable adjustments agreed upon
249-3	Alter	P	I		delete subparagraph (1)(2)
249-4	Alter	P	I		insert the following clause
249-4	Execute	D	E	MAY	terminate this contract
249-4	Write	P	I	MAY	by written notice
249-5	Alter	P	I		insert the following
249-5(a)	Execute	D	I	MAY	terminate performance of work
249-5(a)	Execute	D	E	SHALL	the contracting officer shall terminate

PARA	BEHAVIOR	ACTIVITY	EXPL/ IMPL	STATEMENT	REQUIREMENT
249-5(a)	Inform	C	E		by delivering to the contractor
249-5(c)	Solve	D	E	MAY	determine on the basis of information available
249-5(d)	Decide	D	E	MAY	the contractor and the contracting officer may agree
249-6	Alter	P	I		insert the following clause
249-6(a)	Execute	D	E	MAY	the government may terminate performance
249-6(b)	Execute	D	E	SHALL	the contracting officer shall terminate
249-6(b)	Inform	C	E	SHALL	terminate by delivering
249-6(d)	Screen	I	E	MAY	verify the list upon removal of the item
249-6(e)	Solve	D	E	MAY	determine on the basis of information available
249-(f)	Decide	D	E	MAY	the contractor and the contracting officer may agree
249-6(g)	Solve	D	E	SHALL	determine on the basis of information available
249-6(k)	Decide	D	E	MUST	must agree to any equitable adjustment
249-6(k)	Alter	P	E	SHALL	amend the contract
249-6	Alter	P	I	SHALL	Alternate I/ substitute the following subparagraph
249-6	Alter	P	I		Alternate II/ delete subparagraph (1)(2)
249-6	Alter	P	I	SHALL	Alternate III/ subparagraph (g)(4) shall be deleted
249-6	Alter	P	I	MAY	Alternate III/ may be substituted
249-6	Alter	P	I		Alternate IV/ substitute the following paragraphs
249-6(g)	Solve	D	E	SHALL	Alternate IV/ determine, on the basis of information available
249-6(k)	Alter	P	E	SHALL	Alternate IV/ make any equitable adjustment agreed upon
249-6	Alter	P	I		Alternate V/ substitute the following paragraphs

PARA	BEHAVIOR	ACTIVITY	EXPL/ IMPL	STATEMENT	REQUIREMENT
249-6	Alter	P	I	MAY	Alternate V/ may be deleted
249-6(g)	Solve	D	E	SHALL	Alternate V/ determine, on the basis of information
249-6(k)	Alter	P	E	SHALL	Alternate V/ make any equitable adjustment agreed upon
249-7	Alter	P	I		insert the following clause
249-7(a)	Execute	D	I	MAY	terminate this contract in whole
249-7(a)	Execute	D	E	SHALL	the contracting officer shall terminate
249-7(a)	Inform	C	E		terminate by delivering to the contractor
249-7(b)	Alter	P	E	SHALL	make an equitable adjustment
249-8	Alter	P	I		insert the following clause
249-8(a)(1)	Write	P	I	MAY	be written notice
249-8(a)(1)	Execute	D	I	MAY	terminate this contract
249-8(b)	Execute	D	I	MAY	if the government terminates this contract, it may acquire
249-8(e)	Direct	C	I	MAY	the government may require the contractor
249-8(f)	Execute	D	I	SHALL	pay contract price for completed supplied delivered
249-8(f)	Decide	D	E	SHALL	agree on the amount of the payment
249-8(f)	Execute	D	I	MAY	withhold from these amounts any sum
249-8	Identify	I	I		Alternate I/ redesignate the remaining paragraphs
249-8	Alter	P	I		Alternate I/ substitute the following paragraphs
249-8(a)(1)	Execute	D	I	MAY	Alternate I/ terminate this contract
249-8(e)	Decide	D	E	SHALL	Alternate I/ agree on payment
249-9	Alter	P	E		insert the following clause
249-9(a)(1)	Write	P	I	MAY	by written Notice of Default

PARA	BEHAVIOR	ACTIVITY	EXPL/ IMPL	STATEMENT	REQUIREMENT
249-9(a)(1)	Execute	D	I	MAY	terminate this contract
249-9(e)	Direct	C	I	MAY	the government may require the contractor
249-9(f)	Execute	D	I	SHALL	the government shall pay the contract price
249-9(f)	Execute	D	I	MAY	the government may withhold from these amounts
249-10	Alter	P	I		insert the following clause
249-10(a)	Write	P	I	MAY	by written notice to the contractor
249-10(a)	Execute	D	I	MAY	terminate the right to proceed
249-10(a)	Execute	D	I	MAY	complete it by contract
249-10(b)(2)	Solve	D	E	SHALL	ascertain the facts
249-10(b)(2)	Alter	P	I	SHALL	the time for completing the work shall be extended
249-10	Alter	P	I	SHALL	Alternate I/ substitute the following paragraph
249-10(a)(1)	Write	P	I	MAY	Alternate I/ by written notice to the contractor
249-10(a)(1)	Execute	D	I	MAY	Alternate I/ complete it by contract
249-10	Alter	P	I	MAY	Alternate II/may be substituted for subparagraphs(b)(1)
249-10	Alter	P	I		Alternate III/ substitute the following paragraph
249-10	Alter	P	I	MAY	Alternate III/ may be substituted
249-10(a)(1)	Write	P	I	MAY	Alternate III/ by written notice to the contractor
249-10(a)(1)	Execute	D	I	MAY	Alternate III/ terminate the right to proceed
249-10(a)(1)	Execute	D	I	MAY	Alternate III/ complete it by contract
249-11	Alter	P	I		insert the following clause
249-11(a)	Execute	D	I	MAY	terminate performance of work
249-11(a)	Execute	D	E	SHALL	terminate by delivery to the contractor

PARA	BEHAVIOR	ACTIVITY	IMPL	EXPL/ STATEMENT	REQUIREMENT
249-11(a)	Identify	I	E	SHALL	specifying the extent of termination
249-11(c)	Screen	I	E	MAY	verify the list upon removal
249-11(d)	Receive	S	I	MAY	may be received
249-11(d)	Execute	D	I		may be received and acted upon
249-11(d)	Solve	D	E	MAY	determine, on the basis of information
249-11(d)	Execute	D	E	SHALL	pay that amount
249-11(e)	Decide	D	E	MAY	the contractor and the contracting officer
249-11(f)	Solve	D	E	SHALL	determine on the basis of information
249-11(f)	Execute	D	E	SHALL	pay the amount
249-11(h)	Execute	D	I	SHALL	the government shall pay the contractor
249-11(h)(i)	Alter	P	I	SHALL	there shall be deducted
249-11(j)(2)	Solve	D	I	SHALL	interest shall be computed
249-11	Alter	P	I		Alternate I/ delete subparagraph (j)(2)
249-12	Alter	P	I		insert the following clause
249-12	Execute	D	I	MAY	terminate this contract at any time
249-13	Alter	P	I		insert the following clause
249-13(a)	Write	P	I	SHALL	give the contractor written notice
249-13(a)	Advise	C	E	SHALL	give the contractor written notice
249-14	Alter	P	I		insert the following clause
249-14	Alter	P	I		insert the clause
249-14	Alter	P	I		substitute the words
249-14(c)	Solve	D	E	SHALL	ascertain the facts

PARA	BEHAVIOR	ACTIVITY	EXPL/ IMPL	STATEMENT	REQUIREMENT
249-14(c)	Alter	P	I	SHALL	the delivery schedule shall be revised
250-1	Alter	P	I		insert the following clause
250-1(b)	Execute	D	I	SHALL	indemnify the contractor
250-1(e)	Decide	D	E	MAY	approve indemnification of subcontractors
250-1(e)	Execute	D	I	SHALL	the government shall indemnify the contractor
250-1(h)	Direct	C	I	MAY	the government may direct
250-1(h)	Process	P	I	MAY	the government may direct, control
250-1(h)	Advise	C	I	MAY	the government may direct, control, or assist
250-1(h)	Alter	P	I		Alternate I/ add the following paragraph
251-1	Alter	P	I		insert the following clause
251-1	Inform	C	E	MAY	issue the contractor an authorization
251-1	Alter	P	I		Alternate I/ delete the last sentence
251-2	Alter	P	I		insert the following clause
251-2	Inform	C	E	MAY	issue the contractor an authorization
252-1	Alter	P	I		insert the following provision
252-1	Inform	C	E	WILL	make their full text available
252-1(a)	Alter	P	I		Alternate I/ substitute the words
252-1(b)	Alter	P	I		Alternate I/ add the following
252-2	Alter	P	I		insert the following clause
252-2	Inform	C	E	WILL	make their full text available
252-2(a)	Alter	P	I		Alternate I/ substitute the words
252-2(b)	Alter	P	I		Alternate I/ add the following

PARA	BEHAVIOR	ACTIVITY	EXPL/ IMPL	STATEMENT	REQUIREMENT
252-2(b)	Alter	P	I		insert regulation name
252-3	Alter	P	I		insert the following provision
252-3	Alter	P	I		include clear identification
252-4	Alter	P	I		insert the following clause
252-4	Alter	P	I		include clear identification
252-5	Alter	P	I		insert the following provision
252-5	Identify	I	I	SHALL	the contracting officer shall identify it
252-5	Alter	P	E	SHALL	the contracting officer shall insert
252-5(b)	Alter	P	I		insert regulation name
252-6	Alter	P	I		insert the following clause
252-6	Identify	I	E	SHALL	the contracting officer shall identify it
252-6	Alter	P	E	SHALL	the contracting officer shall insert
252-6(b)	Alter	P	I		insert regulation name

APPENDIX B

FREQUENCY OF TASKS

The following is a breakdown of Procuring Contracting Officer (PCO), Administrative Contracting Officer (ACO), and Termination Contract Officer (TCO) mandated tasks found within the Federal Acquisition Regulation (FAR). The presentation, which is broken down by individual FAR parts is separated into both implicit and explicit taskings. The tasks for each of the three types of contracting officers are separated into both those which are mandatory, and those which are discretionary in nature, or involve the use of judgement.

Source: Researcher's Analysis

The following abbreviations are used:

D - Discretionary

M - Mandatory

I - Implicit

E - Explicit

	PCO		ACO		TCO	
	D	M	D	M	D	M
Part 1	Federal Acquisition Regulations System					
I						
E		8				
Part 2	Definition of Words and Terms					
I						
E		1				
Part 3	Improper Business Practices and Personal Conflicts of Interest					
I	5	2				
E	13	11				
Part 4	Administrative Matters					
I						
E	1	26				
Part 5	Publicizing Contract Actions					
I						
E	9	34				

	PCO		ACO		TCO	
	D	M	D	M	D	M

Part 6 Competition Requirements

I						
E	8	8				

Part 7 Acquisition Planning

I	3					
E	2	26				

Part 8 Required Sources of Supplies and Services

I						
E	6	22				

Part 9 Contractor Qualifications

I		2				
E	4	40				

Part 10 Specifications, Standards, and Other Purchase Descriptions

I	2	4				
E	4	8				

PCO		ACO		TCO	
D	M	D	M	D	M

Part 11 Acquisition and Distribution of Commercial Products

I	1					
E						

Part 12 Contract Delivery or Performance

I	1	2				
E	20	21				

Part 13 Small Purchase and Other Simplified Purchase Procedures

I	5	6				
E	2	20				

Part 14 Sealed Bidding

I	3	13				
E	9	72				

Part 15 Contracting by Negotiation

I	3	11				
E	23	164				

	PCO		ACO		TCO	
	D	M	D	M	D	M

Part 16 Types of Contracts

I	1					
E	12	76				

Part 17 Special Contracting Methods

I						
E	14	39				

Part 19 Small Business and Small Disadvantaged Business Concerns

I	5					
E	19	78				

Part 22 Application of Labor Laws to Government Acquisitions

I	4	4				
E	19	206				

Part 23 Enviroment, Conservation, Occupational Safety, and Drug Free Workplace

I		1				
E	3	11				

	PCO		ACO		TCO	
	D	M	D	M	D	M

Part 24 Protection of Privacy and Freedom of Information

I						
E	1	6				

Part 25 Foreign Acquisition

I	7					
E	3	26				

Part 27 Patents, Data, and Copyrights

I	8	6				
E	29	69				

Part 28 Bonds and Insurance

I						
E	2	36				

Part 29 Taxes

I						
E	2	18				

	PCO		ACO		TCO	
	D	M	D	M	D	M

Part 30 Cost Accounting Standards

I	7					
E	7	47				

Part 31 Contract Cost Principles and Procedures

I	5	6				
E	12	11				

Part 32 Contract Financing

I	7	18				
E	25	111				

Part 33 Protests, Disputes, and Appeals

I	2	4				
E	5	28				

Part 34 Major System Acquisition

I						
E	9	2				

	PCO		ACO		TCO	
	D	M	D	M	D	M

Part 35 Research and Development Contracting

I	5	2				
E	11	5				

Part 36 Construction and Architect-Engineer Contracts

I	5	6				
E	27	52				

Part 37 Service Contracting

I						
E	2	18				

Part 38 Federal Supply Schedule Contracting

I						
E	1	7				

Part 39 Acquisition of Information Resources

I		1				
E						

	PCO		ACO		TCO	
	D	M	D	M	D	M

Part 42 Contract Administration

I	3	10	84	20		
E	11	45	2	7		

Part 43 Contract Modifications

I		1		1		
E	5	30		1		

Part 44 Subcontracting Policies and Procedures

I			1			
E	4	13	2	11		

Part 45 Government Property

I	11		1	1		
E	13	49				

Part 46 Quality Assurance

I	2	8	1	5		
E	22	63				

	PCO		ACO		TCO	
	D	M	D	M	D	M

Part 47 Transportation

I	2					
E	9	139				

Part 48 Value Engineering

I	7	3				
E	1	29				

Part 49 Termination of Contracts

I	3	7		1		
E	54	70			21	77

Part 50 Extraordinary Contractual Actions

I	2	2				
E	2	9				

Part 51 Use of Government Sources by Contractors

I		2				
E	6	14				

	PCO		ACO		TCO	
	D	M	D	M	D	M

Part 52 Solicitation Provisions and Contract Clauses

I	148	726				
E	225	198				

Parts 1-52 Summary of Tasks

I	257	849	87	28		
E	656	1966	4	19	21	77

	TOTAL TASKS	% TOTAL
ACO	3,728	94.0
PCO	138	3.5
TCO	98	2.5
TOTAL	3,964	100

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